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B U S I N E S S

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A Word as to the New Size

WITH this number BUSINESS comes to its readers in a new form and a new dress. It will appear hereafter as a "flat" publication with a large type page, as in this issue.

This change has not been made without careful consideration for the interests of our friends and subscribers. It represents but another step in the process of development through which the Magazine has been passing during the past two years.

The larger-size magazine has come to be looked upon generally as a more convenient form than the old style. It lies open more readily, provides a page that is better adapted to type display and is both easier to read and to refer to. Particularly in regard to illustrations, the new size magazine possesses many advantages. Charts and diagrams are an important feature of a semi-technical publication, such as BUSINESS, and in the smaller size it is not always possible to present them effectively. The additional space afforded among the advertising pages, moreover, permits a greater variety of articles and allows the Editors to extend the scope of the departments, which are among the best-liked features of the Magazine.

These, in the main, are the reasons that have led the publishers to make this change. We believe that they will commend themselves to our readers, and, as final justification of this step, we submit this issue.

In its new form BUSINESS will be, more than ever, a Magazine of definite dollars-and-cents value to those who read it. To the man who is really interested in his work it will carry, no less than heretofore, a message of interest and inspiration that will increase his usefulness, both to himself and to his employer.

If you, as an individual, are in sympathy with the purpose of this magazine, if you wish to have a part in promoting the general cause of business efficiency, tell your friends about the big, new-size BUSINESS. It will be a service both to them and to the publishers.

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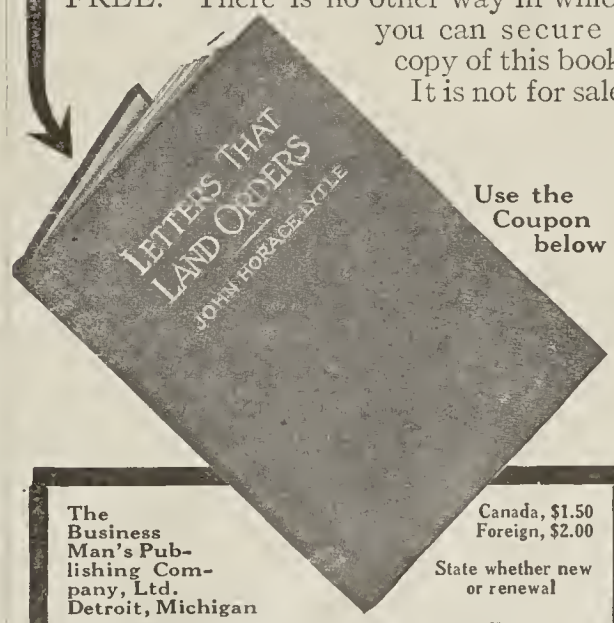
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Woolworth's Own Story

IN THIS issue appears one of the most important articles that has been published in any business magazine. It is the account of the up-building of the five-and ten-cent business, told at first hand by F. W. Woolworth, the dominating figure in it.

In this article Mr. Woolworth tells frankly, and in much detail, the story of his own career, which is practically that of the five-and ten-cent industry. He tells of his early struggle to gain a foothold, of the establishment of his first store, of his belief in the one-price idea in spite of failure and discouragement, in good times and bad, while faint-hearted partners came and went, and finally of the growth of his enterprise until it had reached a point where it included 600 stores and required a $65,000,000 corporation to conduct its affairs. Mr. Woolworth is the president of this great corporation and the methods that have marked the development of his own business will be followed to a large extent in the management of the larger concern. Just what these methods are and how he has impressed them upon his employes, are described in this article and another which will be published in a later issue of BUSINESS.

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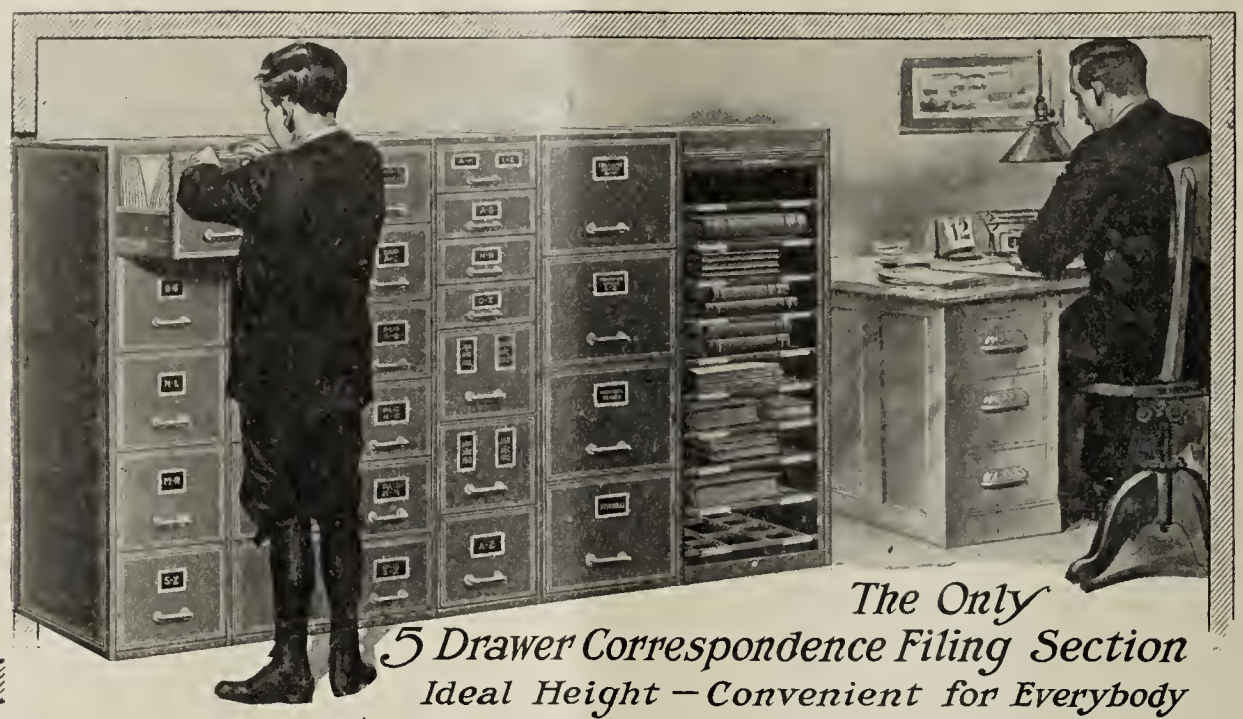
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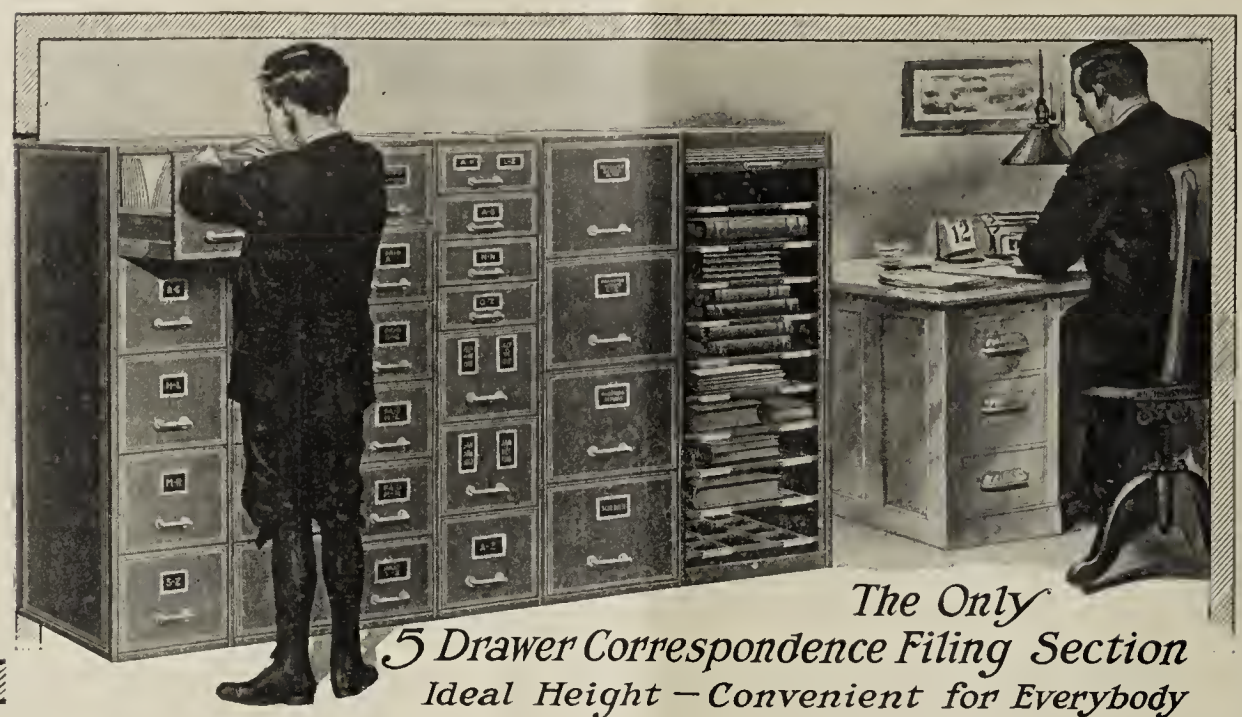
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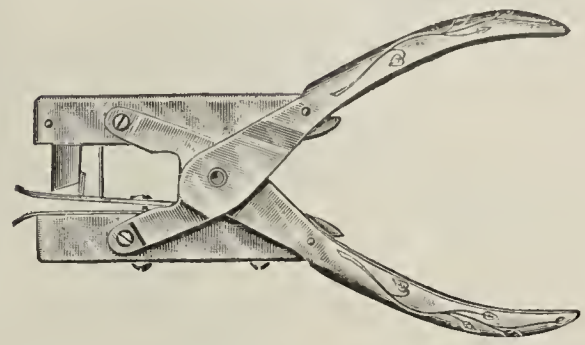
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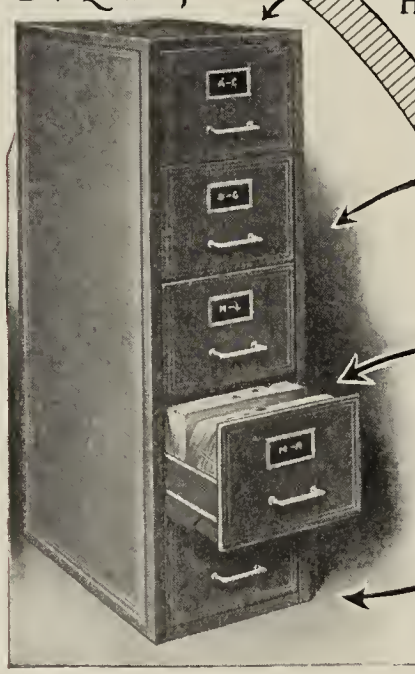
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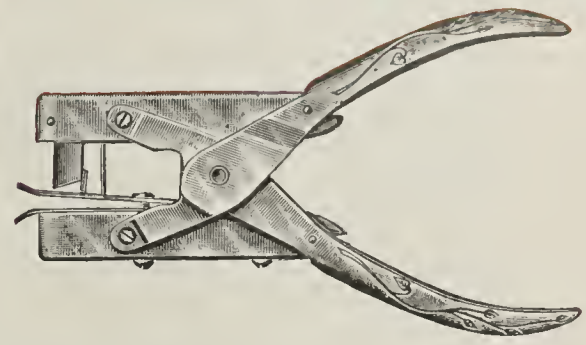
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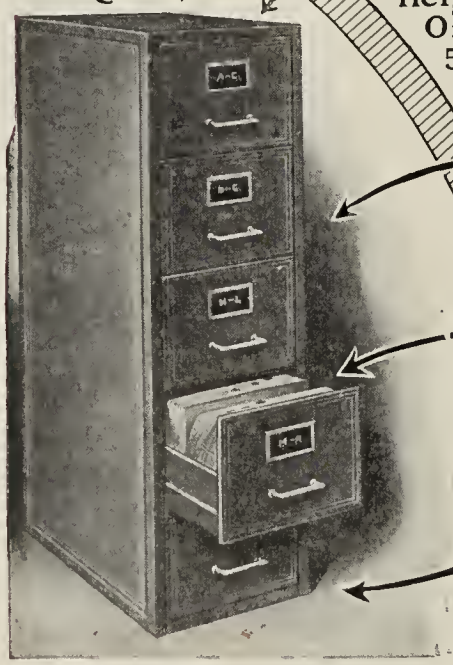
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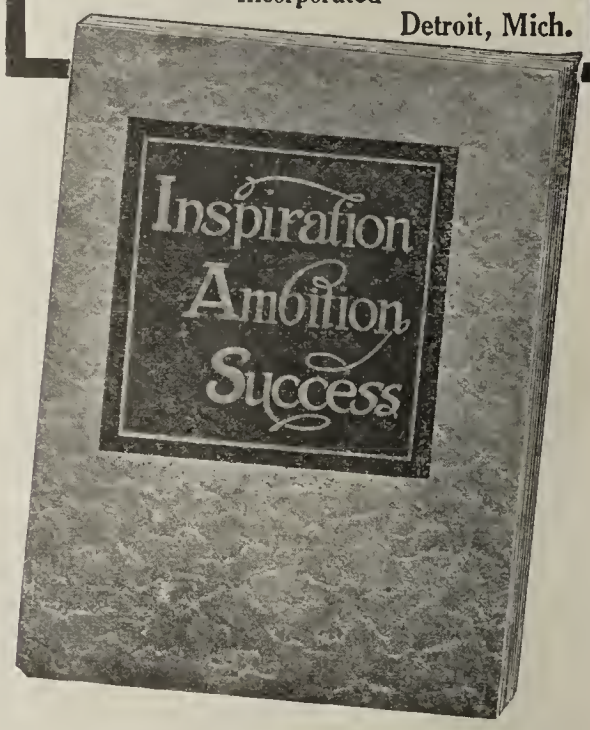
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VOL. XXIX. No. 1 BUSINESS JULY, 1912

What I LEARNED when I STARTED in BUSINESS

Principles That Were Impressed Upon the Minds of Seven Business Men by Plans that Went Astray—as Related by Themselves

PRINCIPLE ONE—That Expenses May Increase Faster Than Profits

BY A MANUFACTURER



And Transcribed by John Ransom

EXPENSES do not parallel profits; they are liable to rise much faster. Expenses increase with ease; profits must be forced. I learned these two principles—or rather the same principle in two forms—soon after I started in business. Mine was a "shop" that was growing to become a "plant." I had been a workman for a couple of years in a repair plant, when it struck me that money was to be made in building up a manufacturing trade on some specialty. This specialty I found in an automatic attachment which now is found on a large per cent of the best cars. I designed it myself, and made up several after hours in the shop.

The owner of the shop had never made a great deal of money, and when I offered to take over the plant I found him responsive. In a short time, I was owner of the place, though owing heavily on it, and was devoting half-time to shop work to get the money in, and the remaining half time to getting my business started. With careful management, half-day shop work paid all shop expenses, leaving the development of the business to be paid out of my own pocket.

It was a ticklish job making the switch from shop work to manufacturing work, as during the changing time the shop work that came in, I found afterwards, cost me money, as it interrupted the regular run of manufacturing. The demand for my appliance—a condition different from nearly every other manufacturing proposition—was ready and waiting, as I could contract to supply men ninety days ahead. My problem merely was to manufacture to meet the demand at a price that would give me a profit. As my small capital was about exhausted, I had "to pull myself over the fence by my boot straps."

My output, with the regular pay roll of five men, was ten appliances a day. According to the simplest mathematics, by adding one man, I ought to have been able to get out an even dozen; but it was not so. Not until I had put on three men in addition to my regular force, did I hit the dozen a day mark. I refused to believe the evidence that each day's trial showed; was not an output of ten appliances a day at a rate of two for each man? By adding three men, should I not gain an output of six?

What made it very real to me was the fact that additional men had to be paid out of the output. If I could not get output, I could not put on the men, and consequently I could never expand, no matter what the demand might be. I needed no complicated chart to show me where I stood; the men on my payroll, I knew personally; the output I checked over every day, often watching the boxes on the dray myself, and my bank balance was continuously so small that it required no higher accounting to keep track of it.

It had looked such a simple matter to put on a man or two as needed where ten men were making a profit, and so increase the profit constantly and at a uniform rate. But I had overlooked the main fact that the most inexperienced man can increase expenses, while it takes skill to increase profits. Merely because an expense account is on the rise is no reason why it should drag profits up.

Only the loyalty of my men, who worked nights for months, so as to increase my output in order that I could afford extra pay roll expense saved me—after I had learned.



I NEEDED no complicated chart to show me where I stood: I could not make a profit. Only the loyalty of my men who worked nights for months so as to increase my output in order that I could afford pay roll expense saved me—after I had learned.



PRINCIPLE TWO—That a Reserve is an Absolute Necessity

BY A SMALL DEALER



IN A commercial business, as in the stock exchange, it is the downward swing, calling for more money, that makes the trouble. Failing to have a reserve when needed, it does not matter how great the afterward upward swing. The lack of funds at the right moment is often responsible for total loss.



WATCHING stock quotations jump up and down is as full of interest to an observer looking for some valuable deductions as to the man who actually has his money up. For it is the downward swing, calling for "more money," that makes the trouble. Failing to have reserve, it does not matter how great the afterward upward trend. The essential fact is that lack of funds at the right time is responsible for the total loss which ensues.

As a stock exchange bookkeeper for several years I had seen the ups and downs of the market, from the observer's standpoint, when I bought a small stock of men's furnishings and put up my name above the door as proprietor. It had been a high price store in a district where stock exchange men had been extended large credit and where the transients paid cash. With my market acquaintances I found I could not break away from these customs.

A stockbroker whom I knew to be worth a half a million would drop in the store, order a half-dozen shirts made up, get an "outfit" of haberdashery, and order the goods sent up, paying more likely in ninety days than sooner. My old fellow employes would invariably let their bills run until payday, settling usually on the dot. Transient trade, for a few months was my salvation; it was transient money that paid my rent and overhead.

When it came time to buy a new stock, having no reserve I could not take my discounts or buy heavy enough, so I took in a silent partner. I now do the work and he takes the discounts and one-third of my net. I pay him approximately two thousand dollars a year for the use of a few thousand dollars—when it is needed. Actual practice in business has taught me the necessity—and value—of a reserve.

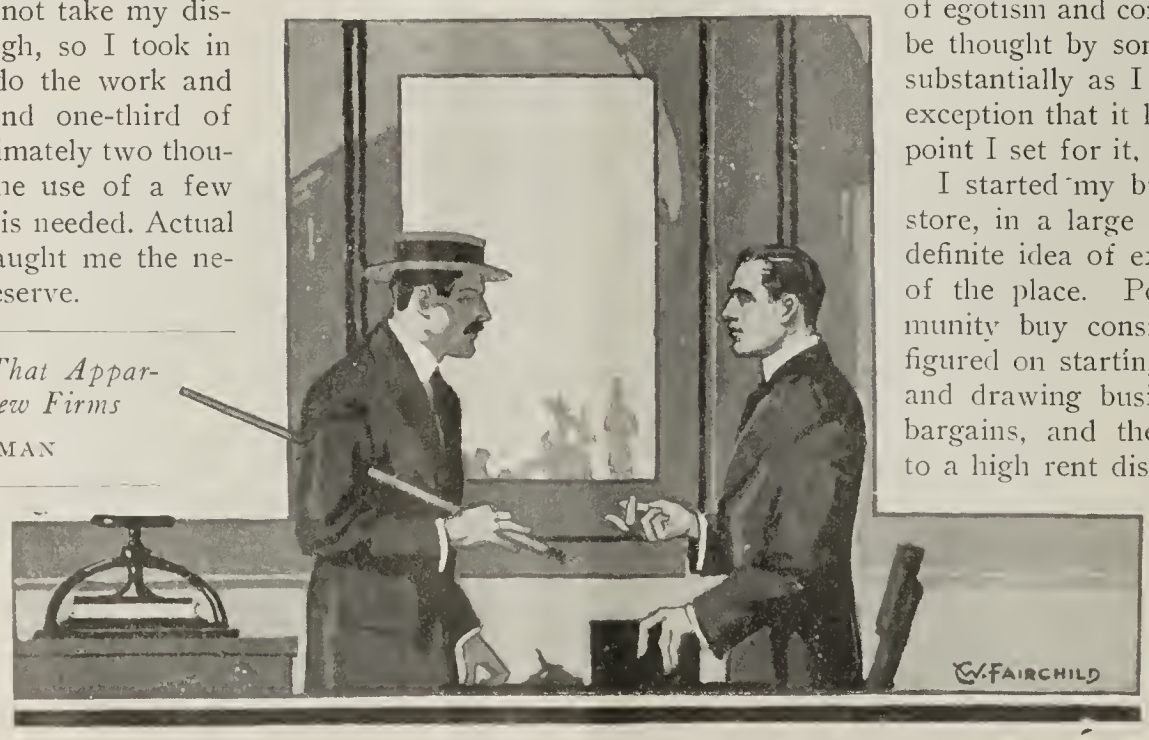
PRINCIPLE THREE—That Apparent "Pick-ups" Await New Firms

BY A REAL ESTATE MAN

I WAS assistant cashier in a country bank, when I realized that there was money in the real estate business. I had seen several deals pass through the bank which I was satisfied I could have handled myself, had I been in the field. I had a prospective partner in mind, a farmer who had lately sold his farm, and had come to the city to live. He would furnish the money on approved deals and take a fair share of the profit for so doing.

I figured out that this was a good combination, and we started out in the business. I was given full control and allowed to run the firm in my own name, my partner devoting his energies to furnishing the cash when it was required. I had no more than started my office than I reproached myself for not having gone into the business before. I listed four propositions, one the sale of a farm just outside of the town, two house and lot sales, and the fourth, over which I was much elated, a sub-division scheme.

The way I got busy on these sales would be an example to the ordinary man who starts in business. I put out circular letters, made calls, hired a surveyor at my own expense to go over the sub-division proposition, and supplemented that by having an attorney pass on the title, keeping the proposed sale a careful secret. Lastly I went ahead and got up an entire advertising campaign to put the proposition on the market.



Only after I had wasted a full month and involved myself to a considerable extent, did I learn that all four of my "pick-ups," the development proposition in particular, had been hawked around the city, and refused at the basis offered, by every real estate man of discernment and experience. I had simply put in a month on losers—on propositions that could not be made to prove successful or make any money.

My experience showed me that the new firm in any line gets—even among its good customers—a large proportion of propositions that are bound to fail. They have been sized up and turned down by the shrewd ones in the field, or have worn out their welcome elsewhere. Now I look with a careful eye at the business which comes easy, and I draft a record of every contract from its very inception. If too many agencies have handled it, I keep off.

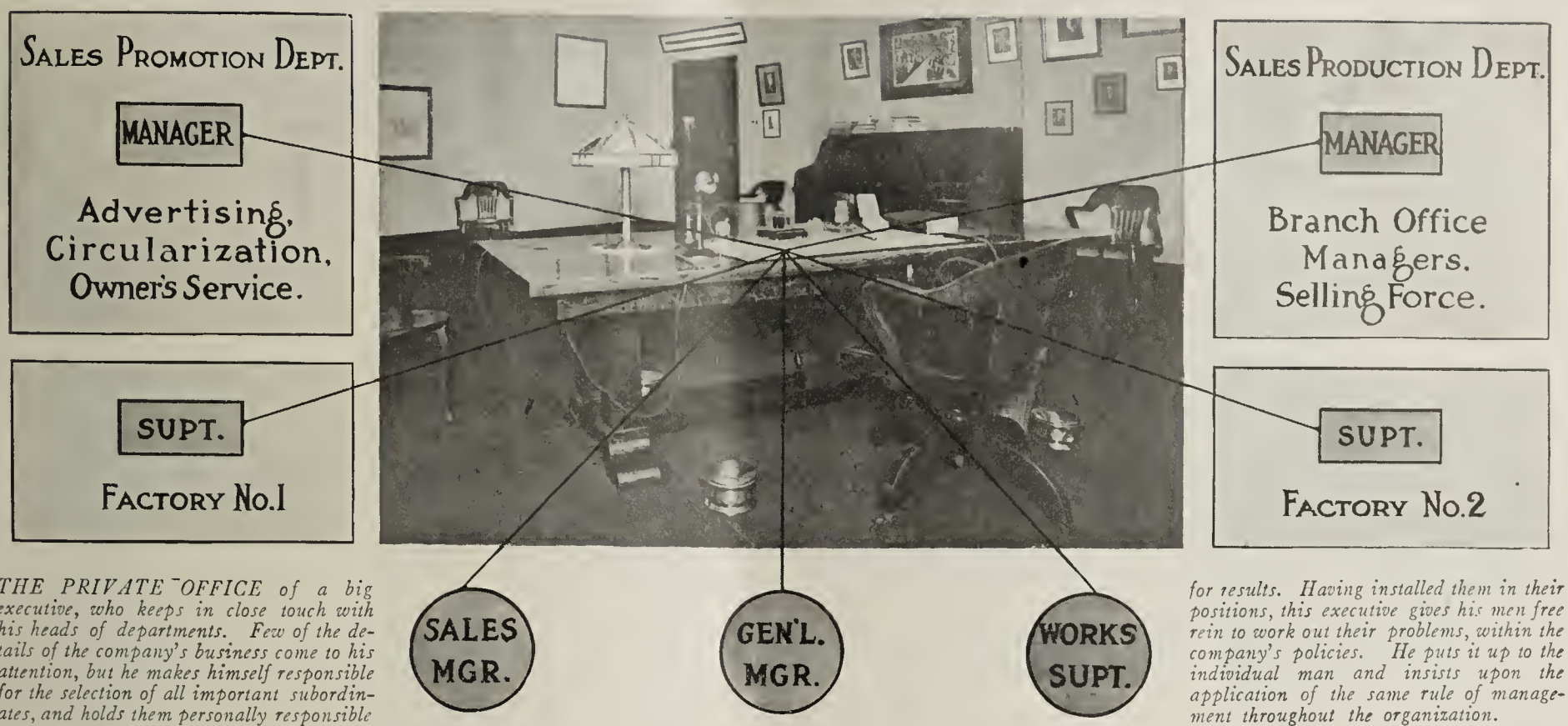
PRINCIPLE FOUR—That Each Department Should be Made to Pay From the Start

BY A FURNITURE MAN

EIGHTEEN years ago, I drew plans and specifications for my business as it now exists. That this argued an over amount of egotism and confidence in the future may be thought by some, yet it has worked out substantially as I planned it, with the main exception that it has eventually reached the point I set for it, but by a different route.

I started my business, a small furniture store, in a large and growing city, with a definite idea of expanding with the growth of the place. People in a growing community buy considerable furniture, and I figured on starting in a cheap rent section, and drawing business to me by means of bargains, and then working step by step to a high rent district where plenty of customers gathered. So I assured myself that I would eventually have one of the biggest furniture stores in the country.

(Continued on Page 17.)



THE PRIVATE OFFICE of a big executive, who keeps in close touch with his heads of departments. Few of the details of the company's business come to his attention, but he makes himself responsible for the selection of all important subordinates, and holds them personally responsible for results. Having installed them in their positions, this executive gives his men free rein to work out their problems, within the company's policies. He puts it up to the individual man and insists upon the application of the same rule of management throughout the organization.

PUTTING IT UP *to the* MAN

How the Wide-Awake Executive Develops a Sense of Responsibility in the Man Below Him and Fits Him to Bear the Burden of Responsibility

By Glenn C. Webster
Of The General Electric Co.

THE general manager of a concern which manufactured electrical parts rushed into his office, peeled off his coat, jammed his hat on a rack, and cast a hopeless glance at a pile of letters stacked on his desk. It was not an exceptionally busy day. Neglected papers, usually from three to four days old, always awaited his attention. Only by long and uninterrupted effort did he succeed in disposing of them. After a perplexed pause he called his superintendent.

"Macadam," said he, "I have an idea. It's an idea I've wanted to carry out for a long time, but these things"—indicating the papers on his desk—"are taking up more and more of my time. I've decided to turn the whole thing over to you. I know you will work it out in good shape."

Whereupon he unfolded his plan and commissioned Macadam to carry it out. The idea was a good one, the superintendent agreed. Even while his superior was discussing the job, he began to scheme. In his mind's eye, he saw how each detail could be performed; followed the steps in logical order and pictured the finished fabric. He was fired with enthusiasm. Here was a task that called for brains, a real man's task, a chance to test his dormant ability.

Macadam was a good superintendent and the manager knew it. They rarely disagreed on the necessity for changes or improvements, although their methods of procedure in making them were quite different. The manager was quick witted, impulsive and imperative; Macadam, thoughtful, deliberate and capable. Just as Macadam turned the door-knob the manager called him back.

"I want this thing done according to my ideas," said he; and forthwith, he gave definite instructions which were to be followed.

Unfortunately, the superintendent's mind had been started. His plans were just complete enough to interfere with the manager's, but not complete enough to form a working basis for the task as a whole. Neither of them realized it; yet the manager had jerked responsibility back upon himself like a ball at the end of a string. Back at his desk in the factory, the superintendent thought it all over. He did not know why; but his enthusiasm had chilled. He wanted to go back and argue it out, but the manager was invariably enveloped in an atmosphere of business that made interviews all but impossible; besides, interviews with the manager were monologues. He invariably did all the talking himself.

When the finished work was submitted, Macadam was not proud of it; nor was the manager pleased. It was the unsuccessful expression of two radically different minds.

That manager is but one of thousands. He represents the type of uneasy executive who cherishes the illusion that unless he is present at the mailing of every packing case the ship of business is headed for the rocks. He will never realize that a perfect organization can go on indefinite-

ly, unhampered even by the loss of its head.

The Big Man Saves Himself for Big Things

CARELESS individuals who write for the public prints and never have seen the office of a real modern Napoleon of business keep alive the old-fashioned notion that a successful manager totters on the verge of nervous prostration; that with one glance he miraculously catches the dreadful significance of fifteen typewritten pages of foolscap and in a flash telephones an order to some distant subordinate, just in the nick of time to avoid a dire financial catastrophe; that his mind is a cerebral storage battery charged to the limit with responsibilities, and that his office is a maelstrom of orders, counter-orders and general confusion. Your really masterful executive is as unruffled as a park lake on a calm summer day. His mind is kept clear for momentous decisions; his time, for consultation. It is his duty to distribute responsibilities, not to assume them unnecessarily. Any manager who complains of having too many things on his mind is a self-confessed mismanager.



When directions are to be given about an important job, which must be executed in minute detail, it is often expedient to disregard the regular routine. In such cases, if the manager gives his instructions direct to the foreman who will have the job in hand, good results generally follow, whereas when an order must pass from hand to hand through a long line of subordinates, the result is often unsatisfactory.



It is obviously inefficient for a two dollar man to be working at a one dollar job. An expert machinist should not be allowed to sweep the floor about his bench. His time is too valuable. Cheaper men are employed for such work. Yet, if a skilled workman in the average factory were accidentally to drop a piece of glass and call the janitor to pick up the fragments he would be considered hopelessly indolent. If it is poor economy to ask an ordinary workman to do work more humble than that for which he is paid, how much more wasteful is it for a manager to assume duties that should be assigned to a foreman or even a stenographer. From executive to office boy, the spirit of responsibility should permeate the organization, each man knowing what he should do and what he should delegate to some one farther down.

Finding the Man For the Job

THE first item to consider in the assignment of responsibility is the fitness of the man upon whom it is to be conferred. After all, it is finding the right man for the right place that determines the efficiency of the man at the top of the organization. Probably the most vital problem in all management is the selection of subordinates.

In a large manufacturing plant the foremanship of the machine shop was suddenly vacated, with no one in direct line to fill the position. In a long consultation the manager and the superintendent discussed the merits of each likely man in the shop. Finally a selection was made. The promoted man had these qualifications: He had a good record for attendance; he was a master mechanic; he was neat and accurate in his work; he was quiet and industrious, and, on the whole, he was the best machinist in the shop.

This man's place was among the machines, not at the foreman's desk. The most industrious workers are not always the best executives. That the management soon discovered. The new foreman lacked the knowledge of his fellows and the subtle influence of personality that stamp the leader. He was unable to keep the work of the shop to the accustomed standards. He was a failure. It was decided to return him to his former position. He promptly resigned, and the plant lost its best machinist.

In his place a man of widely different characteristics was chosen, a man who had never distinguished himself for any one thing, but a man who was versatile, congenial and intelligent. He was not a steady worker. He was more apt at making suggestions than at working. He was original, but details seemed to annoy him. For nearly a year the manager wondered what to do with him. He had no special mechanical gift, yet he was too good to "fire." And so he was allowed to remain.

He made a success as foreman. His sunny disposition, his fondness for experimenting, and his intelligence supplied the elements so essential for successful administration. What had been misconstrued as lethargy and indifference was merely a longing to rise above the petty details of routine life. The new position was a step forward, a step toward liberty.

Mathematicians tell us that two methods are employed in the solution of problems. There is the "cut-and-try" method of amateurs, which is a simple process of guesswork and elimination; and then, there is the scientific method, which arrives at conclusions by deductions. Managers who are satisfied to remain amateurs will continue in the "cut-and-try" rut; but executives, who are awake to conditions, resort to the principles of science in management. In other words, men should not be picked to fill higher places by the process of dropping them into positions of authority and watching the result. It is not a difficult undertaking to promote a man but it requires the soothing tongue of a serpent of Eden to drop him gracefully into his former place.

Making Him Realize His Responsibility

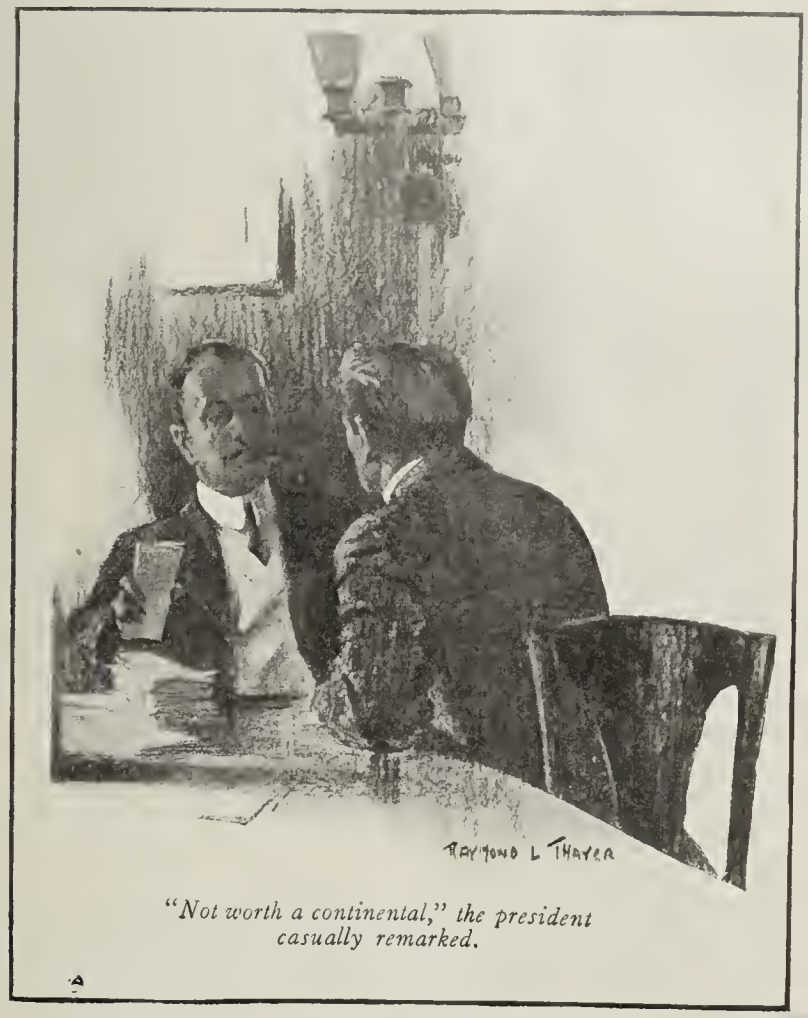
HAVING chosen the right man to invest with responsibility, the next important step is to impress upon him the fact that he is responsible. Some time ago I noticed that the cost system in our

(Continued on Page 47.)

When an ASSET is NOT an ASSET

Six Cases in Which the Acid Test Was Applied to the Elements of Value Behind a Concern

By Cromwell Childe



"Not worth a continental," the president casually remarked.

A FAIRLY prosperous bank of a small city had just elected a new president. He had been marked and much commented upon because of his excellent business judgment and his intuitive summing up of men. People never understood how he could appraise human beings so accurately, however, until he got into this president's chair. Then they came to know what his analysis meant. It went under the surface, to the heart of things, disregarding all trivialities. He knew when an asset was an asset, and, more vitally important still, when an asset was not an asset.

The $1000 Note and That for $500

WITH a cigar between his teeth, the first morning after he was installed, the new president started going over the "paper" of the bank with the cashier, a routine man long in the service, careful, precise, invaluable in his way, but the kind of person who never can become anything but the best of lieutenants, who, when by chance placed in a position of executive authority, brings down disaster because of his well-meaning clerical narrowness. Note after note was scrutinized by the new chief, each laid aside with a comment that generally puzzled the cashier. Finally the president fingered one, looked over it closely, and quietly laid it in a pile by itself, casually remarking:

"Not worth a continental."

It was a note for $1,000. It bore the name of one of the best-known and most reliable men of the little city, a merchant who was successful and prosperous and of fine standing in the community. The cashier gasped:

"W-hy, w-hy, that's Mr. Blank!" he said round eyed and incredulous at what he had heard. It was almost an indignity.

The new president very calmly repeated his phrase.

"Don't you see, Cain," he said "(mind we are talking sub rosa now) the risk on that note. What is an asset, anyway; can't you feel when one is really one? Mr. Blank is one of our best men, it is true. There are few people I like more. He seems solid and substantial. He undoubtedly is moderately well off. But——"

The president's fingers checked off these points on the table before him. "He carries no insurance—he insures himself; yes, he's made a profit on that for years. His store is a frame building, for all its size. He buys goods on time and has many payments constantly coming due. He endorses more than any man in town. Don't you see the chance we are taking? Now this note——"

He picked up another from the pile. The cashier stammered:

"That's not very good, either, I'm afraid. Mr. Mason put that through personally just before he went abroad. Victor, of course, isn't much. But it's only for $500," he added apologetically.

"On the contrary," said the new president, "it's O. K. I know Mr. Victor hasn't any money to speak of, and not much of a legal practice—though it's growing. Also, that he uses up pretty nearly all he makes. But he has practically no liabilities; there are no chances at all of his getting involved to amount to anything. He is outside the pale of financial danger, and hence his paper, to a bank that knows him, is a real asset."

The Case of the Toy House

AN entire city was astounded one afternoon by the news, broadly spread in its afternoon papers, that a company of which all that part of the state was proud, one of the biggest toy manufacturers in the country, had failed. Outwardly there had been no indication that the company was in deep water. The concern had been founded half a century before by two very able men, and though their sons and nephews were of a different type and had not the very evident business capacity of their elders, even the trade in general had little idea that the old establishment's resources were impaired.

When the receivers came to look into matters closely they found the business ruined almost beyond the possibility of rehabilitation. And they discovered a very strange thing. The books showed comfortable assets; assets that, at the worst, should have given the company a chance to get on its feet again. The inventories were very cheering. There was quite evidently something underneath, and this was it.

The books had a reason for looking so well. The storage rooms attached to the plant were filled with old stock, once novelties and features of a season and dead after that, toys that, in many cases, had been the toys of a generation before, all carefully figured in at the regular selling price, precisely as if they were new stock. Only a junk man would have taken the most of these old toys. They represented the remainders and failures of over thirty years. Probably it would have cost more to clear them out than anyone would have paid. Yet, to the value of thousands, all these worthless goods were proudly counted as "assets."

It made the resources of the old company shrink pitifully when stern men who were

practical accountants cut out every wrongly figured in dollar and at last sold the long lying goods in bulk at the veriest song. The whole realized approximately nothing. For years the young inheritors of the business had been deceiving themselves with rosy dreams. Calculating on assets far beyond what they possessed, they had gone ahead and spent lavishly. They had never learned the lesson that men must get to know if they would succeed when an asset is not an asset.

Figuring in Dollars and Cents

AN asset is not a matter of sentiment. Modern business has made its analysis as exact a science as is modern chemistry. There is an "acid test," accurate in the extreme. All the commerce and manufacturing of the present era is built upon it, every department of industry responds to its rules. An asset is what will bring a fair price at forced sale at the moment in the market. Strictly speaking, if it is not immediately salable it is not an asset, though there are exceptions to this. If immediate money is not needed, or if money can be raised without too much sacrifice, this or that, if certain to bring a good price later, may be an asset. Any sure money getter is an asset. "Good will" frequently is, if figured with judgment, and a single trade mark may be worth more than a factory plant with much real estate. The name of one commodity that sells all over the world is worth over a million dollars. An even million has been offered for it several times, and refused.

A salesman is an asset, a clerk is not. The clerk sells what someone wants to buy. The salesman sells what the other man really wants but doesn't know he needs. All these generally unconsidered and unrealized trifles are what go to build up a successful business, which, after all, is nothing more or less than an assembling of assets, all capable of being turned into money. The waste-preventer in any big concern is a very important asset. So is the credit man. So is whoever has charge of the collections. Each end of a modern business must be an asset in itself, or it breaks down the effectiveness of the real assets. The modern business can best be compared to the blood in a human being in which two sets of bacilli are constantly fighting for mastery. Health or sickness depends upon whichever happens to be in control.

Just what his assets are the modern business man does not often know. Through enthusiasm or prejudice he is many times mistaken. It is not until the unimpressionable, not to be influenced, certified accountant comes in that the question of values is properly adjusted, coldly figured in literal dollars and cents at the market price. Even then—for this is the most complicated of propositions—the accountant cannot always tell. He does not necessarily know the details and possibilities of production.

A manufacturer whose plant was close to the Ohio river, who was doing a driving business and was very progressive, met, during one of his frequent trips to the Atlantic seaboard, a mechanical expert that interested him. The man seemed to be inventive and full of expedients. This manufacturer was primarily a selling man. He had the utmost skill in marketing his product at an excellent profit. He had only a general knowledge of machinery—and realized that. He was not at all sure that his plant was not extravagant and wasteful. The business was increasing so rapidly that it was worth while being certain as to that point.

The upshot was that he carried off the expert, got him to take a trip out to the plant, and go carefully over it. The more he saw of this machinery man the more he pleased him. When the expert had looked things over he was asked to name a figure at which he would sign a contract to be mechanical superintendent for a term of five years, to be supreme in the production of the product. His answer astounded the manufacturer.

The expert said he would come for 50 per cent of what he saved. The manufacturer asked a question or two, and the answer suggested possible economies that amazed him. He was told of one department where twelve men were now kept busy. The expert roughly sketched out for him a plan of rearranging the machinery so that only four needed to be employed.

"Do I understand, then," said the manufacturer, "that I pay you fifty cents on every dollar you save me, and only that?"

"That's it," returned the expert.

The deal went through. The expert's compensation for the first year was seventy thousand dollars. That was a case of an undeveloped asset, coldly figured out, showing the necessity of "team work" in every department.

"Charge It Off to Profit and Loss"

IT is the easiest thing in the world, and one of the most common incidents in business, for a concern to be bolstered up on its books by its Bills Receivable. Many times a showing not at all justified by the actual facts is made. The banker and the specialist realize this. Money due is not necessarily an asset. Money overdue and with very little likelihood of coming in is not an asset at all.

Sometimes men figure in Bills Receivable that are really dead accounts through pure ignorance, others with the desire to make themselves seem stronger than they really are. Most offenders, however, offend unwittingly. They delude themselves with false hopes, for the goods have been sold and they have given value received. The money will be slow in coming, but it will arrive and it is part of their resources.

The banker and the accountant puncture these dreams. They have Bad Debts down to a far greater science than is possible with the average business man, and their command, when they can have their say, when business men need their advice or help, is:

"Charge it off to Profit and Loss."

A shopkeeper wanted a loan not long ago. He had a good, high class trade, a pleasing store and an obliging and capable set of saleswomen. His line of customers made it advisable for him, if not actually necessary, to carry accounts. His best customers were rather slow pay. They bought freely, and had the items charged. The business was not large enough for a special credit man to be employed. The "boss" himself followed up these matters. Not liking to antagonize or limit his trade, he was "easy." It was undeniable that he got much business on his personal popularity. Perhaps, in the long run, it was as broad as it was long, the increased trade he got more than covered his losses from those who ran up bills and would not pay. But the lesson this man had never learned was to write off his uncollectable accounts. He got his loan, for after all it was a profitable and prosperous business. The best of relations grew up between him and the bank. The banker proved to him, inducing him to have an accountant go over his books in detail, that, prosperous as he was, he had been figuring wrong, that in reality, he was some $15,000 poorer than he thought. Each year, for ten years back, some $1,500 worth of bad debts should have been charged up to Profit and Loss. The storekeeper was amazed when his accounts were brought under this critical analysis. But he saw the point, and learned the basic principles of assets.

Increasing Liability

AN asset that increases liability may cease to be an asset, regardless of its value. This does not seem possible, but it is. The principle is the same as in the case of partners jointly binding themselves not to individually endorse for friends and outside of their own business. However great a personal asset a man may be to his concern from his business-bringing capabilities, he ceases to be one if he may get "tied up" outside.

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In this office the stenographic force was located in one section where they could work without disturbing other employes. Correspondents were required to set aside a certain hour in the morning for the most important part of their dictation.



This operator was given detailed instructions in regard to answering the telephone, with the result that the house made new friends and extended its business.

CUTTING OUT WASTE EFFORT *in the* OFFICE

Plans That Reduce the Deficit Due to Lost Moments and Lost Motion, and Thereby Increase the Efficiency of the Office Force

By Wesley A. Stanger

THE road to easy profits is by the way of conservation of time and energy —in the office as in other realms of business. It is the lost moments and the lost motion that cost money. Unnecessary work produces a deficit, where a careful analysis of a condition before attempting to produce a result will not only get highest efficiency but will at the same time open up the way for larger economies in other directions. Lost time and waste effort are not only costly to the house but reduce the value of the worker to his employer. No man or firm can compute the value of waste effort in dollars and cents to the firm alone for the man himself is a part of the plan and the use he makes of his time is what determines his value and compensation. From the day's work have been gathered in this article a series of incidents that impress the importance of these little economies in the office and show in a manner most pointed why such economies should be practiced and what has resulted.

Two Cases Where Rearrangement Paid

WASTE effort in the office more often comes from poor arrangement than from any other cause. The office manager of one big concern awoke to the fact one day that to get an order from the sales department to the bookkeeper required an endless amount of walking around. He timed three employes and discovered that they consumed almost half of their time in getting from one place to another. Every movement they made was necessary under the arrangement of the office in which they worked. Next day he ordered in a couple of carpenters and set to work to rearrange things. When he was through, an order traveled through the records department exactly as a piece of material travels through a systematized factory. It was started at one end of the office and worked through to the other end without an employe leaving his place. Before the rearrangement of the office a great deal of night work had been necessary and this increased light bills as well as adding an expense of supper money every night. The supper money that was saved, regardless of all other items, paid for carpenter work many times over. Instead of night work, it was found that by a systematic, scientific arrangement of the office, there was not enough for all of the employes to do and some of them were transferred to other departments.

In another office, orders brought in by the salesmen had to go through a certain routine. The sales department, being on the ground floor, had to be as close to the street as possible. The orders coming in were turned over to the manager, then to the record department and finally to the shipping room. This particular office had suffered from a lack of system for a long period and in the detail of handling orders much time was lost. The salesmen were seated in the forward section of the space, the other departments placed hap-hazard back of the salesmen, with the record department and cashier in one corner. The

manager's office was toward the rear and immediately adjoining the shipping department. This meant that every order had to travel back and forth half a dozen times before it reached its destination. Many times orders were lost and quite as often they were not filled on time. Besides the loss of time resulting from such an arrangement was the loss of business chargeable to unsystematic handling.

Changes were made in the office arrangement which reformed the entire lack of system and resulted in a noticeable saving all along the line. The salesmen were placed at desks, systematically laid out, and immediately back of them was the manager's desk. Adjoining his desk was placed the cashier and record department and a small slide in the wall connected the cashier with the shipping room. Other departments were arranged so as to be in close connection with the manager and each department was so situated that it supplemented the one closest to it so that the passage of all papers or records was progressive. When the salesmen brought in orders, they were handed to the manager, who passed them on at once to the cashier and record department, and here they were entered and passed through the opening in the wall to the shipper. Small as the changes were they not only saved much lost time and wasted movement but actually saved money as well. An incidental result was the better discipline noticed in the office and the added speed with which orders were handled.



An un-economical arrangement of this office cost both time and effort. A re-arrangement of the floor made it possible to send an order through the records department exactly as a piece of material travels through a systematized factory. It was started at one end and worked through to the other without an employe leaving his place.

Saving Time in Dictation

"I NOTICE," observed an office manager, "that we are writing about 250 letters a day and have five operators on the pay roll. Now here comes a request for another. The request seems reasonable on the ground that we do not take care of each day's business every day and always have a lot of hold over stuff. Notwithstanding this we are getting only 45% efficiency out of the present help."

He thought a long time over ways and means to increase output before he finally decided that an extra girl would have to be hired. Then he went back to his own dictation, and it was perhaps the same problem stewing around in his head that caused him to notice that he was being interrupted on an average of once in ten minutes. Some of the interruptions took a minute or two, others ten minutes. Each time he had to have his stenographer repeat back what he had said and he would go over the work again.

"I wonder if every dictator is in the same fix as I am," he mused. A leisurely walk through the office showed him that such was the case. He computed the time he lost and multiplied it by the number of stenographers. To his amazement he found that each operator lost not less than 20% of her time during these interruptions. This started a line of investigation which eventually eliminated the waste.

As one result a salesman for a dictating machine was called in and several of the apparatus were installed. At the same time the office was completely rearranged.

Instead of having the girls seated near the dictators he had them all placed in one section of the room with the four desks close together. At each desk he placed a dictating machine. With this system the work was equally divided among the operators, the dictators dictated when they chose to without reference to anyone's pleasure but their own, and the additional letters were turned out by the same force with no added expense except the original investment. The dictators were requested to set aside a certain hour in the morning for their principal dictation and as fast as the records were ready they were sent to the girls to transcribe. Thus the bulk of the correspondence was taken care of systematically and early. The balance was cared for as the dictators had time and interruptions meant nothing. for it was only necessary to switch off the machines. The girls were kept at work, independent of every interruption.

Making the Switchboard a Business-Getter

WHERE a telephone switchboard is used there are economies to be practiced which will increase efficiency and at the same time win trade. How often have you experienced the enervating sensation of bickering with a switchboard operator! How often have you called up a business house, anxious to talk to some one about a business proposition, only to find yourself listening to a lot of useless and annoying conversation delivered by the operator, or to be subjected to a sort of polite Billingsgate for being on the wrong line? A certain business man who had been up against that very thing several times one day found himself refusing to talk to a certain firm and giving an order to some one else becausc of the switchboard inefficieny and the line of talk he had been subjected to by the firm's operator. It occurred to him afterwards that the very thing that was happening then and to which he was a party might happen to him and he determined to prevent it. His operator was instructed to answer the phone by saying: "Brown, Jones & Abbott, Walnut six-seven-six-three," in an even tone of voice and then wait for a voice at the other

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What to DO with DUST

How One Big Plant Has Solved the Problem of Keeping Itself Clean

IN the new tenets of management, dirt is looked upon as one of the arch enemies of efficiency. Most concerns now realize that wholesome working conditions and clean, cheerful work rooms mean better products, and they spare no effort to provide both. Adequate lighting and ventilation are first considerations in laying out the modern plant, and cleanliness is one of the prime features in its maintenance.

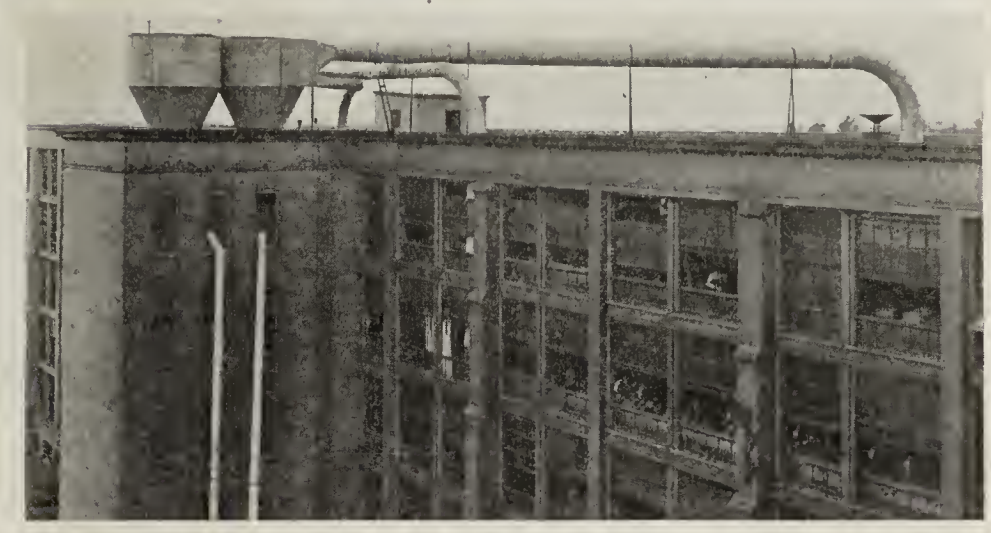
The cleaning force of a big plant is an organization by itself. At the works of the National Cash Register Company in Dayton, Ohio, it includes a force of eighty-four janitors, who care for the company's ten factory buildings, its large office building, in addition to warehouses, power houses, laboratories and stables. Practically all the janitor work is done during the day, as it is the policy of the house in all departments to accomplish its work within the regular hours. The working schedule of this force is from 6:30 A. M. to 5:15 P. M., with one hour off at noon. The factory departments in the main building are cleaned in the morning before the employes arrive. After 8 o'clock the other floors are attended to and the factory buildings are cleaned up during the day.

The service department prepares its own soap for all kinds of cleaning. The sweeping compound used is also made by the department, and with the exception of a vacuum cleaning which is given to the office building, all sweeping is done with hair cloth brooms. Every year during the early part of August the factory is closed down for two weeks and the employes given their vacation. At this time the cleaning force is doubled and the plant gone over thoroughly.

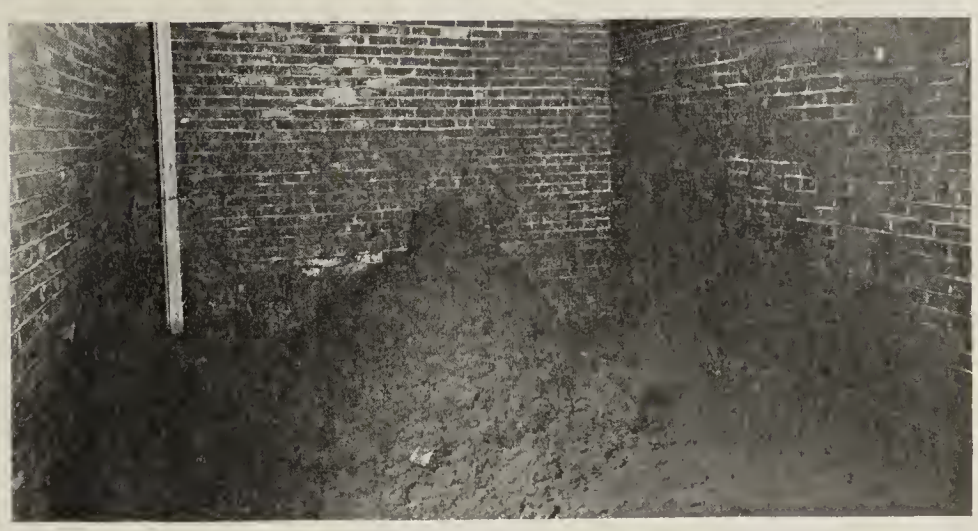
The factory departments in which dust and dirt are produced in quantities, such as the woodworking and metal polishing rooms, are equipped with elaborate dust collecting systems. All machines in these rooms are provided with dust hoods connected by pipes, which carry off the dust and metal with the aid of a powerful exhaust fan, as illustrated on this page.



Dust and filings from all machines are carried away through large conveyors operated by exhaust fans.



The refuse is transported to the roof of the building where it is collected in huge separating vats.



—from which the dust, having been segregated from the filings, is piped to bins on the first floor.



It is then barreled and disposed of, the metal being sold to junk dealers at the market price.



Every Saturday morning the salesmen come into the manager's office and put in a couple of hours discussing experiences of the week, with particular reference to objections they have met with.

GETTING *the* MEN *to* SELL MORE GOODS

Five Plans That Built Up Sales by Increasing the Interest of the Force

By William W. Loomis

PLAN ONE—Reaching the Men Through Their Wives

A PHILADELPHIA house kept about eighteen men on the road. The line was a hard one to handle, but the salary was large enough to attract a high grade of men. There was always a waiting list of applicants for positions. The president himself selected the men who would represent his company and, having selected them, he cultivated an intimate personal relationship outside of the business. Regardless of other qualifications he employed only men who had "settled down" and whose chief interests and ambitions centered in their homes and families.

With such a class of men on the road, no great amount of stimulant from headquarters was necessary and the ordinary "ginger talk" would have been wasted. The fall months were the harvest time for the company and the management tried to spur on the men to put forth extra efforts. Usually the men responded to strong personal letters from the president, but ordinary allurements of prizes and bonuses had little effect. A few years ago the president conceived the idea of appealing to the home interests of the men from a different angle. Here is the letter he wrote to the men:

> Your income from salary and commission is sufficient not only to provide your family with the necessities and many of the luxuries of life but to leave a substantial sum at the end of the year for investment. At least we hope so.
>
> From what I have seen of you, I am sure it is your greatest pleasure to "do things" for your wife and children and so we have adopted a plan that we are sure will appeal to you.
>
> You know we are always anxious to have our men speed up just as much as possible during the fall months and it has been our policy to make special inducements for extra efforts. This year we are not going to give you a premium on additional business—*we are going to give it to your wife.*
>
> No matter how liberal an allowance a woman has, to receive a few hundred dollars that she had not expected is sure to give her great pleasure—there is always something she would like to use the money for. So we believe it will give you more satisfaction if we send this year's premium money direct to the "Mrs." We will allow an extra two per cent on all sales during September, October and November. This will be set aside in a "Friend Wife" fund and you can tell us which you would rather have us do: we will send the check direct to her after the first of December or we will send it to you to give her for Christmas.
>
> While you know we feel a personal interest in you and your family, this is not a philanthropic move on our part. You would spurn it if it were. We want our sales pushed harder than ever before during the next three months and we believe you will put forth extra efforts knowing that every cent of the extra commission goes direct to your wife.

The way the sales were increased that fall astonished the company. A psychologist could probably explain why this proposition took such a hold on the men, but the president never could figure it out. The men earned big salaries and the offer of a few hundred dollars extra did not act as a very strong incentive, but when it was to go direct to the wife, a token of the extra effort made for her, it quickened the sales as no other inducement ever had. In fact the suggestion came from the men that the plan should be adopted as a permanent policy and it has been, to the great profit of the house. Every year the men want to make the wife's check as large as the year before—or larger if possible—and no objection has ever been raised to this plan for stimulating sales.

PLAN TWO—A Scheme That Woke Up the "Fans"

A ST. LOUIS sales manager used to get exasperated at the time his local men wasted in talking baseball and in going to the games. They were all thirty-third degree fans and their sales fell off during the season—just the months when extra efforts were necessary to counteract the summer dullness.

Finally it occurred to the manager to capitalize the baseball enthusiasm. He first looked up the average sales for each man and then called them all in to his office. He told them frankly that they were letting their interest in the game interfere too much with business and suggested a plan whereby they might all benefit. Every salesman whose sales up to Wednesday noon were up

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How To Handle Your Paper

Little Kinks in Banking, a Knowledge of Which Has Enabled Some Business Men to Overcome Difficult Situations

By Frank J. Arkins



"Mr. Brown needs a little more money in his account, I guess," he said good humoredly.

IN a general way every business man understands something about banking methods. Most merchants have some knowledge of commercial paper. Very few of them know exactly how to handle their "paper." The result is that many merchants complain about bankers and their methods. They do not see that they themselves are at fault. Some men make a study of banks, particularly do they study paper; they try to get the bankers' viewpoint. Such merchants have little or no trouble. A knowledge of commercial paper and putting this knowledge into practice enables the retailer to meet conditions that would appear as a stone wall to the average man.

A Case of "Insufficient Funds"

WITHIN the past year a manufacturer in an inland town had on his books, among other accounts, one of $5,000 with a western retailer. After several years of fair prosperity the retailer became involved and lines of credit began to be closed against him. The manufacturer sensed the situation quickly, and decided that here was the time for him to handle a difficult situation personally. He foresaw that in a very short time the dealer was likely to be attached by other creditors, and as fast as the earliest train could carry him he went to the Western city. After a lengthy argument he persuaded the uncertain customer to give him a check in settlement of the account, though his observation of the merchant's condition lead him to doubt seriously the adequacy of his bank account to meet it. Accordingly he proceeded, postehaste. to the bank. Fortunately, it was an institution where the manufacturer was known personally and within a few minutes of the issuance of the check he was smiling at an old acquaintance behind the paying teller's wicket and hearing, not very much to his surprise, a polite regret that there were not sufficient funds on hand to meet the check.

The manufacturer did some quick thinking. A big amount of money was at stake. He must have it immediately, before anything should happen. There was just one way out.

"Mr. Brown needs a little more money in his account, I guess," he said good humoredly, at the same time nonchalantly pulling out of his pocket a roll of tens, twenties, and fifties. "Guess we'll have to oblige him. You couldn't let me know how much ought to go in, I suppose, to make this document good."

"Now, you know we couldn't, Mr. Smith," answered the teller, pleasantly. There was an appreciative gleam, however, in his eye.

"Let me see! Hm! One, two,"—he was watching the teller narrowly, counting over bills from the roll meanwhile. "Two, yes," he said, as he thought he caught a faint smile of assent, "well, I think about two hundred and fifty will help out our friend, or had I better make it three?"

He still had his eye on the teller's face which probably did not move a muscle voluntarily. The manufacturer was a careful observer, however. He walked determinedly over to a desk, counted out two hundred and fifty dollars in bills, filled out a deposit slip with the name of the retailer and this amount, and a moment later handed slip and money to the receiving teller. As the latter counted it and nodded, the man who had shoved in the deposit said agreeably:

"Just let my friend down there know."

The receiving teller nodded again, and evidently sent some cabalistic message down the line. Before the manufacturer, walking leisurely to the other window, reached there the paying teller was ready for him. He looked up brightly and said:

"How'll you have it, Mr. Smith?"

A knowledge of banking and an appreciation of commercial paper had turned the trick, and the manufacturer took the next train with $4,750 of his jeopardized $5,000.

Getting Around the Unsigned Check Nuisance

SOME merchants of small capital and petty ways of doing business, have an annoying habit of sending checks through the mail without going through the formality of signing them. The pretense afterwards is that the signature has been forgotten, and later there are many and handsome apologies. It becomes necessary to return the check for signature, during which time the maker has the use of the money. In the case of a man in San Francisco paying a man in New York, this would involve a delay of 16 days before the New York man would actually deposit the signed check in bank. There is a method, however, of teaching these merchants a lesson.

A man in the northwest tried it. He had a good knowledge of banking. He realized what could be done and what could not and he saw how to get even with these petty tricksters who on this pretence were constantly bothering him. One morning there was a large unsigned check in the mail. It had come from a considerable distance. The business man at once put on his hat.

He walked over to his bank and in a moment was closeted with the cashier. He

took the check out, handed it over, and said simply:

"I want this check deposited to my account. Instead of sending it through your regular course, I would like to have you mail a letter direct to the bank on which it is drawn, with directions to correct. You will see I have endorsed it. Ask them to present it to the maker, with the request that he sign it."

The request was perfectly proper, though, of course, not usual. No banking man would, however, hesitate about granting it to a good customer. The endorsement the receiver had put upon it made it perfectly good from the bank's point of view, protecting them amply in case it was not paid at the other end. But there was no question that it would be paid. Sending it directly to the bank on which it was drawn assured that. No maker of a check that had been left unsigned (with the excuse afterwards of forgetfulness) could afford not to sign it when his own bank called attention to his omission. Of course such a check would never have gone through ordinary channels. It was worthless except to the man who knew and could make a marketable product out of an unmarketable one through his knowledge of "paper."

How to Meet a Note

ANY number of men seem unable to understand the nature of a note. A note must be paid when due. It may be paid in kind as well as cash, that is, it may be paid by the issuance of another note precisely similar except for dating. But good banking calls for payment. "On account" is an altogether wrong system.

Two men, in the same line of business, in an eastern town, each had a note for $3,000 in the same bank. The notes fell due within a few weeks of each other. One of the merchants was afterwards bitter toward the banker, his methods, and the manner in which he had treated him. The other merchant, who was not as strong financially, had only words of kindness for the banking house. What had happened?

The richer merchant of the two had sent in a check for $1,000 to apply on his note, also paying the interest to date. The other man paid the interest to date, and, strangely enough, $1,000 on his note, and had issued a new note for $2,000 to take up the piece of paper originally made out for $3,000. In other words, he had paid his note. True, he had paid only $1,000 in cash, and had issued a new note, but he had actually retired a $3,000 obligation. The other merchant placed the banker in the position of carrying overdue paper in his bank, and an examiner, a little later on, insisted that the note should be paid or taken out of the bank. A bank cannot carry overdue paper. The first man did not realize that. The second one did. He was prompt with his obligations. The banker was equally prompt to accommodate him.

The Danger of Changing Your Bank

A MERCHANT, for a fancied grievance, changed his account from one bank to another. He had been in the habit of obtaining endorsements to his notes from a well-off friend, a magnate of the town. When it one day became necessary for him to obtain another endorsement, he found much to his surprise, that it was impossible.

"But," he explained to the man who had previously accommodated him, "you have never hesitated before. Why do you refuse now?"

"I will tell you," said the rich and influential man. "It is for this reason. When I have endorsed your notes before, you were a depositor in the bank where I keep my account. I knew that if anything happened and I was called upon to pay the amount, that I could get accommodation here for it. I do not know that I can get such an accommodation in your present bank, and I am not at all sure I could get accommodation in my bank to protect an endorsement in another.

The merchant saw the point. Before nightfall he was back in the bank where he had started, and which he had left through a trivial misunderstanding.

The fact of the matter was that the man who had endorsed his notes was endorser on a number of notes of depositors in the same bank. He made it a rule not to lend his credit to men who banked with other institutions. He had several reasons for it. The most important was that, when his endorsements became unusually heavy, his bankers, who watched his interests as closely as they did their own, called him in, and explained, politely, that he was beginning to spread out too thin—that his endorsements were reaching the danger point. The banker was a better judge than he. Not only that, but he usually discussed with his banker the advisability of placing

(Continued on Page 33.)



A 2-Desk Office Plan that Works Well

A BUSY executive who has many visitors in the course of a day uses a two-desk arrangement in his office which economizes his time and energy. The roll top desk contains his private papers, records for which he has constant need and such special correspondence and other data as he may require for reference. This desk is his work table. It is here that he dictates his letters and studies over the problems of finance and organization which demand his close attention. When he is occupied at this desk, he permits no interruption. The sight of his back is a sign to the office force that he is not to be disturbed.

Turning about in the chair at this desk, its occupant finds himself seated at a flat top table. Over it this executive transacts all business with callers. He faces a visitor across the level top of the desk, keeping a distance between his caller and himself that places him always at an advantage. The desk also serves as a place upon which one may display anything that he may have to show, and it is used by the man who occupies it as a distributing table. Here he places in trays all papers and correspondence which are to go to other departments, while he keeps upon his private desk, safe from prying eyes, other more important letters and documents.

What I LEARNED when I STARTED in BUSINESS

(Continued from Page 6.)

This growth, as I have stated, did not take place in the manner I had planned. I figured on starting in with household furniture, and then adding arbitrarily a department at a time, so as to build a department store on the furniture store as a basis. The first month after my start, I added a department handling house hardware and cutlery. I knew the profits in this line, and I fancied I knew the demand. Yet this department came near putting me out of business. My method of retailing had been that of making profit on comparatively large sales, as those of chairs and household furniture, where each sale averaged between five and ten dollars. I had not facilities for handling small items which took time to show, and cost heavily for clerk hire to dispose of. My new hardware department took fully one-fourth of my store, and I found I had merely put in a department that I thought would be a "grower" only to crowd departments that were already paying well.

It took me a year of experimentation to convince myself, first of all, that any department to be added, must pay. Second, it must pay a profit greater than the lines I was at present handling. Say that furniture was paying me a net of twelve per cent, then only as another department would pay thirteen per cent could it be considered. It is better business to expand the department which is paying twelve per cent than to gamble on a department, the profits of which are problematical.

Later, I tried out the household hardware department, and by starting it in an area of some ten feet square, under the supervision of one clerk, I was able to find that a department of that size paid fifteen per cent. On this basis, I expanded it gradually until it reached the twelve per cent figure, when I cast about for other departments to add.

My business has consequently grown, not by the addition of departments as I early figured I would add them, but only as they proved profit-bringers.

PRINCIPLE FIVE—That Self-Denial Pays Sure Dividends

BY A PUBLISHER

FEW men," authorities in economics gravely observe, "have self-denial strongly enough developed to save for future

(Continued on Page 55.)

MEN IN THE HARNESS



A Department of Fact and Comment About Business Men Who Are Doing Things

The Man Behind the Five and Ten Cent Store

ON THE corner of Park Place and Broadway, New York, is slowly rising from its base, a mass of stone and steel which is destined to be the tallest building in the world. Already it tops every other structure in the lower part of Manhattan. When it is completed, it will tower fifty-five stories, or one-seventh of a mile, above the sidewalks. If laid on its side, it would cover three city blocks. It is to be 200 feet higher than the Cathedral of Cologne. It will rise fifty feet above the greatest of the Pyramids. Its total cost will exceed $13,500,000.

And this mammoth structure is a tribute to a business that was builded on nickels and dimes. It will contain, among thousands of other firms to be housed in its depths, the main offices of F. W. Woolworth and his Five and Ten Cent stores. It has been erected solely out of the profits that have poured into the treasury of its builder from his six hundred stores, scattered all over the globe.

The commonly accepted theory of romance fades into the horizon of dreams when compared with the romance of this man and his idea. Except for the fact that it goes back to the proverbial farmhouse, there is no other parallel in the history of business.

F. W. Woolworth was born and brought up on his father's farm in Watertown, New York. He lived there until he was twenty-one years old, attending the district school in winter and attending to the usual work of the farm in both summer and winter. During this period, he had two terms in a business college in Watertown, apparently with good results, for he says, "The education I got in the business college did me more good than any classical college training I might have had. I was never satisfied with the farm," he adds, "It was my early ambition to get into the dry goods business."

But in order to do so, he had to begin as an errand boy with the dry goods firm of Angsbury & Moore in Watertown. He was then twenty-one years old. It was part of his daily routine to open the store at 7 A. M. and he did not leave it until 10 P. M. There was no work too menial for him to do and at the end of the year, he was earning $4.00 a week. He received a fifty cent raise during the next six months and two years later found him drawing the large salary of $6.00 a week, out of which he paid for board, washing and clothes and saved a little. At twenty-six, he was married and had put aside just $50. This was the nucleus for the fortune which he has founded, for it was at this time that he established his first store.

Mr. Woolworth does not take upon himself the credit for originating the Five and Ten Cent Store idea. He accords the honor to H. W. Moore of Watertown. Mr. Moore launched the scheme in 1878 by establishing a small five-cent counter of shop-worn articles in his dry goods store, the shibboleth of which was "Any article on this counter—Five Cents." The counter was enlarged and soon after the store was devoted to this line of goods exclusively. Other concerns followed this lead and the Moore firm began selling his goods wholesale to other merchants.

Now was Woolworth's opportunity. He told Mr. Moore of his desire to open a five and ten cent store in another city and asked him if he would sell him the goods on credit, as he had only $50. Moore agreed to do so, provided he would get Father Woolworth's name on a note



WAGNER

Do You Play Ball?

Do You Go to the Games?

YES!

Do You Read The

Baseball Magazine

NO! WHY NOT?

You are not a dyed-in-the-wool fan if you don't. It's the only magazine devoted to the GREAT AMERICAN GAME.

Founded four years ago and published every month the year round, each issue has been better than the previous one.

Get it. Read what the League Presidents, Team Owners and Star Players have to say.

Think of what you have missed in the last four years, then cut out the coupon and send with 25c (coin or stamps) for a **sample copy** and a handsome photogravure art poster (size 20x12) of any one of the following players, **Cobb, Chance, Home Run Baker, $25,000 Marty O'Toole, Wagner, Mathewson, Evers, Jennings**; or a copy of Who's Who in Baseball, a 64-page book.

Baseball Magazine
65 Fifth Ave., New York

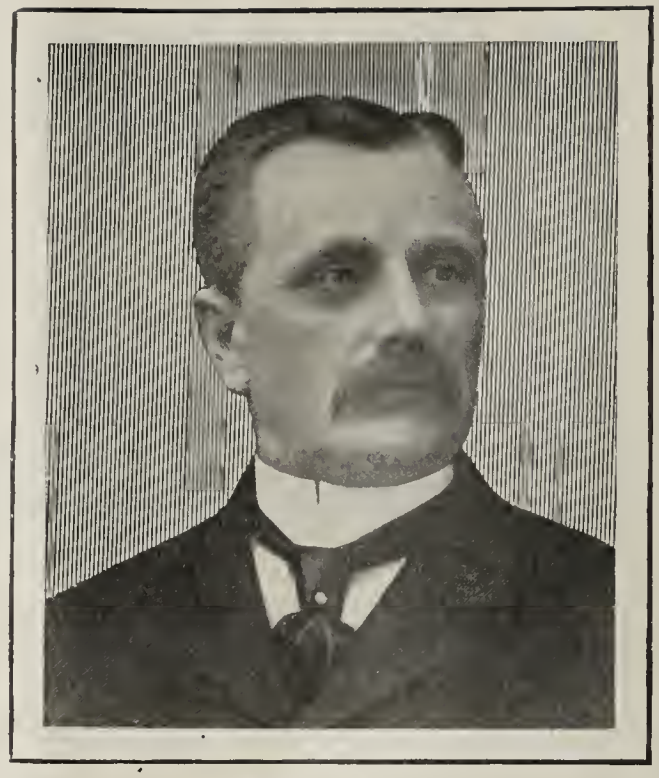
Gentlemen—
Enclosed find 25c in (2c stamps or coin) for which please send me prepaid a sample copy and art poster

of ..... ; or Who's Who in Baseball.

Name .....

Street .....

City ..... State .....



F. W. WOOLWORTH

for $300. The endorsement was secured and $322 worth of goods was purchased. A store was found on a side street in Utica, which suited young Woolworth, at a rental of $30 per month. The business was a success at the start but later dwindled.

Woolworth decided that his location was against him. He acted quickly by selling part of the stock for $170 and the balance was shipped to Lancaster, Pa., where a new store was opened, and here things went with a whoop. The first day's sales amounted to $127.64, or one-third of the entire stock. That same year a second store was opened at Harrisburg, Pa., and at the end of another year, Woolworth found, after inventory, that he was worth $1,500 net, with all his notes and debts paid. Then very rapidly one store after another was established.

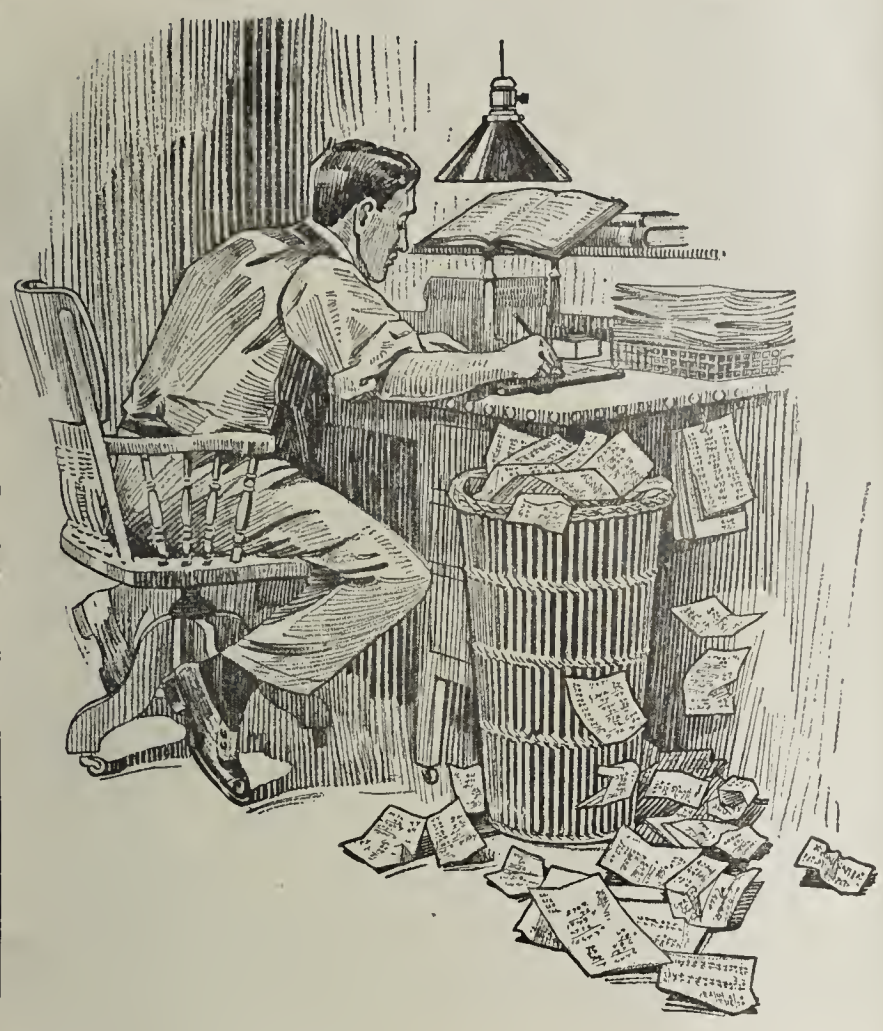
The problems of organization and accounting for hundred stores spread over the earth's surface at first thought seem appalling. Mr. Woolworth has cut the Gordian knot by adopting the simplest methods. His theory is that a set of books should be so clearly kept that anyone, at any minute, can plainly see the facts of debit and credit. At the end of every business day, the big company knows where it stands to a penny. It does not owe a dollar in the world, and this great chain of retail stores transacts an annual business of about $60,000,000.

Quick returns, or turning the stock often, is the secret of the success of this mammoth enterprise. That and the personality of its founder, whose finger is on every detail of the business every hour of the day.

The Successor to Charles M. Hays

EDSON J. CHAMBERLIN, the newly-appointed president of the Grand Trunk and Grand Trunk Pacific railways, succeeding Charles M. Hays, who went down with the ill-fated Titanic, is of American birth, like his former chief, and like him also is pre-eminently a railroad builder and operator.

That quality in him was recognized years ago by J. R. Booth, now a multi-millionaire, but then an Ottawa timber cruiser and lumberman looking for somebody to build him a railroad from Perry Sound to Lake Champlain on which he could ship his logs to market. Booth, who was a judge of men as well as of logs, went down on the old Central Vermont and got E. J. Chamberlin to build it. Many eminent railroad men predicted that the projected road, without any feeders to speak of, running for most of its distance through unsurveyed bush, and with no well disposed connections at either end, was fore-doomed to failure. But Chamberlin was not used to recognizing the existence of such a word. He went at it without making any remarks, secured the construction of the road at a cost much below the estimates of rival systems, arranged exceptionally satisfactory connections, some by friendly agreement, others by process of law; and organized an operating staff which conducted the business of the road with notable success. The Canada Atlantic was that log railroad's magnificent name, and after Chamberlin had seen the last spike of it driven home he held the position



What the Waste Basket Shows

THE waste baskets around your accounting desks contain other waste than mere waste paper.

Look at those scraps from the figuring pads. The story of waste is written all over them. They tell a tale of time, energy and money wasted in arriving at the results they represent.

How much time did it take to write all those figures down? How much more time and labor was spent on the calculations they served to work out—the additions, multiplications, divisions, subtractions?

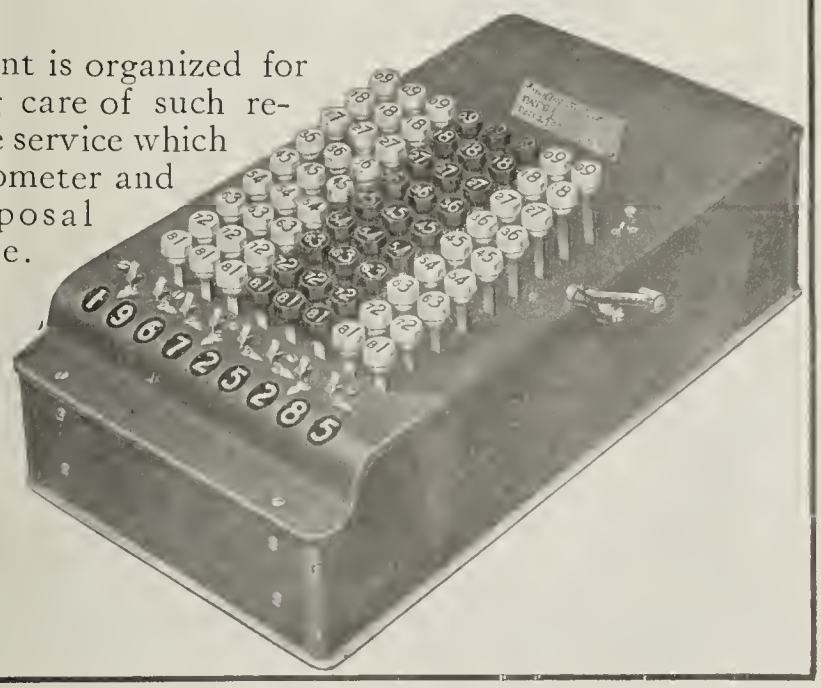
Be it much or little, the same results could have been obtained with the Comptometer in half the time or less—with practically no writing of figures except the answers—no mental strain or wearisome effort and with practical security against errors.

What the waste basket shows then, is the money and labor waste of working with poor tools.

Ask us to have our representative call and show you how much more easily, economically and accurately you can do all your figure work with the Comptometer; how it turns loss into profit—how it benefits both the man at the desk and the man who signs the checks.

Our Service Department is organized for the purpose of taking care of such requests. It is part of the service which goes with the Comptometer and remains at your disposal even after purchase.

Write for our free booklet which tells more about the service of the machine itself.



Felt & Tarrant Manufacturing Co.

1722 N. Paulina Street, CHICAGO

Side Lights on Comptometer Service

The adding machine gets its hardest test in the Department Stores where from 10,000 to 50,000 sales tickets must be footed daily. The Comptometer has been selected for this service in most of the leading Department Stores. Footing figures is the same in all stores, large or small.

A large Express Company made 60,950 extensions during the month with the Comptometer. The number of errors found in proving by re-extension amounted to but .0018 per eent.

The advantage of *all around* service is demonstrated in the office of the Geo. Worthington Co., Hardware, Cleveland, where the Comptometer is used by the bookkeeper on book work; by the bill clerk for figuring invoices and inventories; in the cost department for the figuring of costs.

Our interest in the Comptometer we put in your office does not end with its sale. It is one of the duties of our Service Department to instruct the purchaser how to use the machine to best advantage on all kinds of work.



The Right of All the Way

Railroad service and telephone service have no common factors—they cannot be compared, but present some striking contrasts.

Each telephone message requires the right of all the way over which it is carried. A circuit composed of a pair of wires must be clear from end to end, for a single conversation.

A bird's-eye view of any railroad track would show a procession of trains, one following the other, with intervals of safety between them.

The railroad carries passengers in train loads by wholesale, in a public conveyance, and the service given to each passenger is limited by the necessities of the others; while the telephone carries messages over wires devoted exclusively for the time being to the individual use of the subscriber or patron. Even a multi-millionaire could not afford the exclusive use of the railroad track between New York and Chicago.

But the telephone user has the whole track and the right of all the way, so long as he desires it.

It is an easy matter to transport 15,000 people over a single track between two points in twenty-four hours. To transport the voices of 15,000 people over a single two-wire circuit, allowing three minutes for each talk, would take more than thirty days.

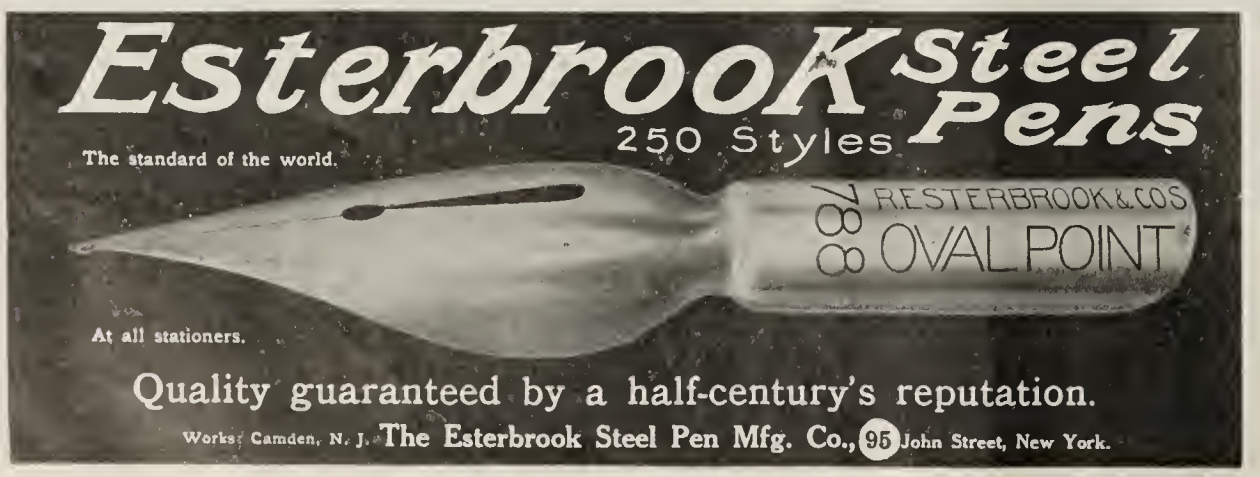
The telephone system cannot put on more cars or run extra trains in order to carry more people. It must build more telephone tracks—string more wires.

The wonder of telephone development lies in the fact that the Bell System is so constructed and equipped that an exclusive right of all the way, between near-by or distant points, is economically used by over 24,000,000 people every day.

AMERICAN TELEPHONE AND TELEGRAPH COMPANY

AND ASSOCIATED COMPANIES

One Policy *One System* *Universal Service*



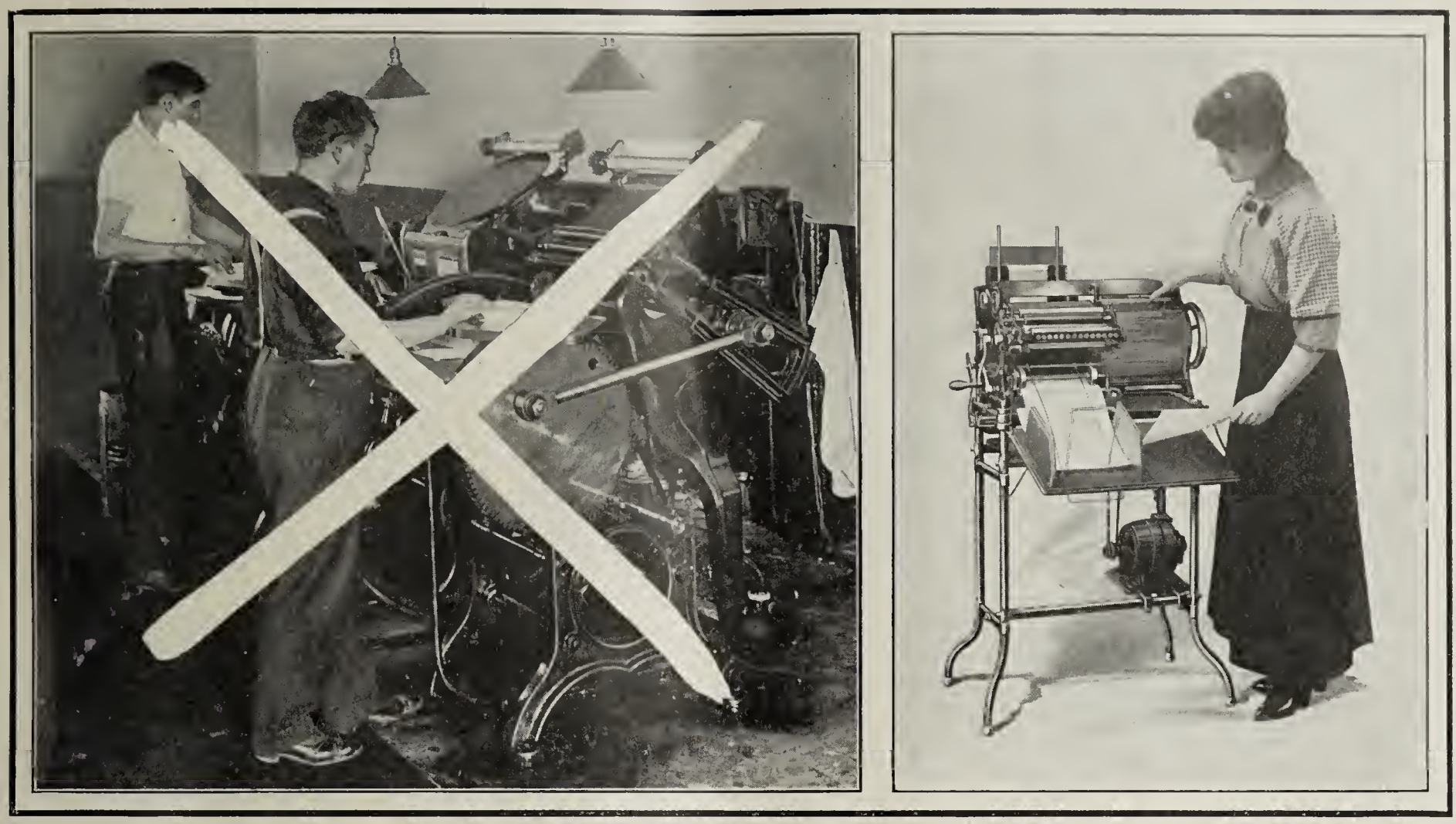
of general manager with headquarters at Ottawa until the Grand Trunk absorbed the line in May, 1905

At this time Chamberlin went to Mexico to supervise some extensive railway contracts he secured in that country. For four years he was president of the Morelia and Tacambara Railway in the southern republic, and it was from there that Charles M. Hays, late president of the Grand Trunk and Grand Trunk Pacific systems, called him back to Canada to fill the first vice-presidency and general managership of the Grand Trunk Pacific. That was some four years ago. From that position he has now been taken to become president of both systems.

Chamberlin is in the prime of life, just past fifty, and he leaves behind him in the West good warrant of his work. The Grand Trunk Pacific, with branch lines gridironing the prairie provinces and with the main line in operation from Winnipeg to Fitzshugh, a distance of 1,084 miles, is almost compelted. In addition to the line on which trains are running from the eastern end, there is a stretch from Prince Rupert, the western end, of 164 miles in operation, a gap of only 490 miles lying between steel and steel. The worst of the great undertaking is over.

Railwaymen generally consider that one of the strongest points about Chamberlin is his remarkable faculty for picking out and training good men to do his work. The efficiency throughout the staff of the old Canada Atlantic was proverbial, and the proof that the character was deserved is found in the fact that all the leading men of Chamberlin's old staff were immediately after the purchase of the C. A. R. appointed to very important offices in the Grand Trunk. According to all accounts, his cunning has not deserted him, for the staff he has organized for the Grand Trunk Pacific west of Winnipeg is said to be exceptionally efficient.

It is interesting to recall in connection with Mr. Chamberlin's new appointment that when President Hays left London on board the Titanic he carried with him plans which had been approved by the Board of Directors covering the various improvements on the Grand Trunk to which the increased bond issue of $25,000,000 authorized at the last session of Parliament was to be devoted. It will undoubtedly be the first great undertaking of Mr. Chamberlin to push vigorously the completion of the Grand Trunk Pacific main and branch lines now under construction.



Two printing-presses have been supplanted by one Multigraph in the private printing plant of S. C. Johnson & Son, Racine, Wisconsin

Yes! It's Real Printing that the Multigraph Does or it Couldn't Supplant Printing-Presses

MULTIGRAPH printing is so new that most people think it means the form-typewriting the machine was originally designed for. But it's real printing in every sense of the word. You can produce it without the big investment or heavy expense of the average private printing-plant. In fact, the work is so high in quality, so quick and so economical, that the Multigraph has taken the place of printing-presses in several private printing-plants.

S. C. Johnson & Son, of Racine, Wisconsin, operate six Multigraphs in addition to their private printing-plant. They say:

> "One Multigraph now does the work of two Gordon presses, and one operator does the work of two operators which it was formerly necessary to have to run the Gordon presses."

The Dodge Manufacturing Company, Mishawaka, Indiana, write us as follows:

> "We are glad to say that the machines furnished by you are giving excellent satisfaction. We have been able by their use to dispense with one of our job printing-presses and two printers. The Multigraph outfit takes care very nicely of all our booklet-imprinting and many factory-forms, together with a large quantity of form-letters constantly going through."

Armour & Company, who have a large printing-office at their Chicago plant, now print their branch-house letter-heads on the Multigraph at a saving of more than 58%.

THE AMERICAN MULTIGRAPH SALES CO.

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European Representatives: The International Multigraph Company, 59 Holborn Viaduct, London, Eng.; Berlin, W-8 Krausenstr. 70 Ecke Friedrichstr.

IT'S real printing that the Multigraph does. With it you can do your own printing in the privacy of your own office—quickly, easily, conveniently, and most economically.

Ask us for literature, samples, data. You incur no obligation, for you can't buy a Multigraph unless you need it.

Write today; use the coupon.

What Uses Are You Most Interested In?

Check them on this slip and enclose it with your request for information, *written on your business stationery*. We'll show you what others are doing.

AMERICAN MULTIGRAPH SALES CO.

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- ☐ Booklets
- ☐ Folders
- ☐ Envelope-Stuffers
- ☐ House-Organ
- ☐ Dealers' Imprints
- ☐ Label Imprints
- ☐ System-Forms
- ☐ Letter-Heads
- ☐ Bill-Heads and Statements
- ☐ Receipts, Checks, etc.
- ☐ Envelopes

Typewriting:

- ☐ Circular Letters
- ☐ Booklets
- ☐ Envelope-Stuffers
- ☐ Price-lists
- ☐ Reports
- ☐ Notices
- ☐ Bulletins to Employees
- ☐ Inside System-Forms



Five-Section UniFile Letter Cabinet
Other Styles Shown in Our Booklet

"Just What We Need"

This is the way manufacturers, bankers, lawyers, engineers and business men generally are writing us in response to our announcement of

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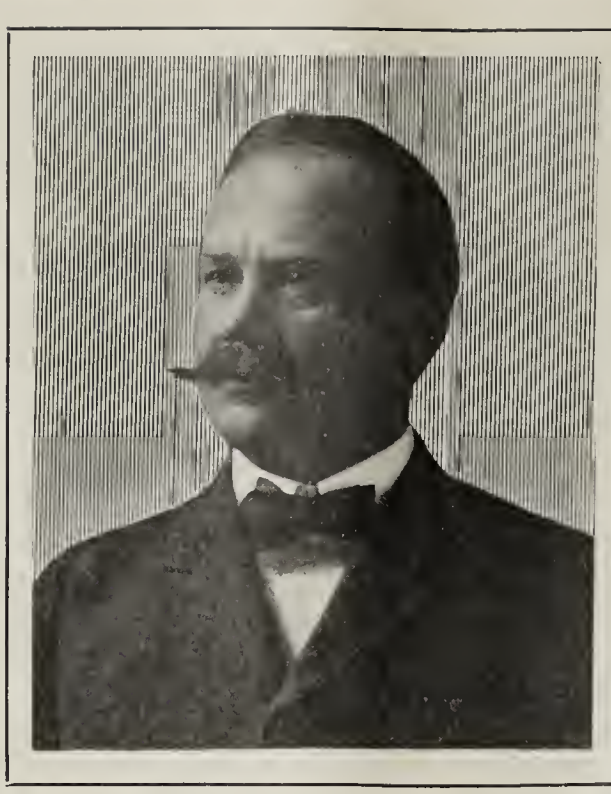
which appeared last month. They have been quick to appreciate its many advantages over the old style vertical filing systems. The UniFile contains **separate units** for your letters or papers which may be instantly taken out or replaced.

There are no heavy drawers, nothing to project out and take up floor space. It fits closely against the wall and the patent roll front keeps the units free from dust.

To appreciate how happy you will be when you can actually find a letter you want, you must read our little booklet, "Where in H--l is that letter?" This story goes right to the spot; you have said the same thing many a time. *Write for it today.*

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EDSON J. CHAMBERLIN



CLIFFORD B. HARMON

A Master-Builder of Towns

TWENTY-FIVE years ago two boys came from the Indian territory to the city of Cincinnati, with the small sum of ten cents between them. The youngest, Clifford, was 18 years of age, and his brother but very little his senior. The parents had died and the boys, full of vigor and youth, here sought to find a start.

Walking up a side street shaded by a row of trees, they noticed that the trees were in bad condition. The older boy had had some experience with nurseries at home, and the idea occurred to him that here was a chance to get into business in a small way, as suppliers of trees. The idea sounded good to the boys and they decided to go ahead on it, though with some misgivings as to the method of approaching these residents of the city that confronted them. After some discussion they made up their minds to bravely "storm the citadel," asking the lady of the house in each instance if she didn't want them to put in new trees at a very low figure. They lost no time in putting the plan into effect and after one or two negative results finally one householder accepted their proposition. Thus began a small business that netted the two brothers in a short time a capital of $800.

The tree business carried the boys to the outskirts of the city, and the vacant land thereabouts stirred their imagination, to such good purpose that ultimately they evolved a plan to buy up a little property, lay it out in lots and sell it differently from any way in which it had been done before. A place was found 25 miles from Cincinnati and all the money they had on hand was used in the purchase of it. Clifford B. Harmon drove the first stakes on this property, with the aid of a boy and a tape measure, and he has kept on driving ever since, being a pioneer in the development of real estate properties.

In that first venture in Cincinnati the lots were sold on the instalment plan—$2 down and 25 cents a week, which is somewhat the same procedure as the brothers follow today. Things went well with the firm from the start and after completing the Cincinnati division it was decided to try Pittsburg and then Boston, where they met with equal success, until finally they found themselves established in New York, where their largest developments have been undertaken.

Clifford B. Harmon, who is now the head of the firm of Clifford B. Harmon & Co., has opened over 132 successful suburbs, having marketed and sold about 25,000 lots, including thousands of miles of sidewalks, streets, water mains, etc., and the books show but one failure in the entire enterprise. It has been no unusual circumstance to sell the entire holding of a section in a single season, sales very often reaching the quarter million mark each week.

There are two principles which, coupled with judicious advertising, form the fundamentals in real estate development, according to Mr. Harmon. The first is to tell the facts, and only the facts, about the property; and second, to lay out the district, with the aid of prizes and other inducements to the builders of beautiful homes, in such a way as to inculcate civic pride and a corresponding result in making the section attractive to the future buyer.

MONTAGUE OFFICE ADDRESSOR

Here is a $37.50 Machine that Does 8 Men's Work

Think how many names, addresses, numbers, and notations are repeatedly copied by hand or typewriter in your various departments.

Consider the cost and inaccuracy of copying. Does it pay to put up with costly, inaccurate hand methods when a boy at a dollar a day can easily print 1,000 names, addresses, etc., an hour with the MONTAGUE OFFICE ADDRESSOR? Eight clerks with pen or typewriter could barely keep up with him.

Think what that means in mailing advertising matter, heading up statements, addressing envelopes, shipping tags, etc. And that's only part of the work a boy can do with this machine. Why, there's dozens of uses for it, some of them right in your own office.

What It Is Used For

ADDRESSING envelopes, post-cards, mailing folders, shipping tags, wrappers, margins of publications, pay envelopes, etc.

HEADING UP statements, laundry slips, time-clock cards, work tickets, etc.



What It Is Used For

IMPRINTING dealers' names on advertising matter.

FILLING IN light, heat, water and power bills, meter-reading slips, record cards, account cards, pay checks, rent receipts, dividend checks, etc.

LISTING names in galley form from a roll of paper 2 to 4½ inches wide and re-rolling the list automatically. (Listing attachment $7.50 extra).

The Addressor is simple, portable, easy and CLEAN to operate. NO INK TO HANDLE—PRINTS FROM A RIBBON.

Each name with address and any special notations desired, is embossed, in typewriter type on a MONTAGUE One-Piece Metal Index and Address Plate. Each plate is separate and can be filed just like an index card and referred to as readily.

If there is anything in any of your departments on which you write or stamp names, addresses, numbers or special notations, fill out and mail the coupon. It won't take you a minute, will not obligate you to purchase and might put you in touch with equipment needed in your business.

Montague Mailing Machinery Company
CHATTANOOGA, TENNESSEE

Montague Mailing Machinery Company
Chattanooga, Tennessee

Gentlemen:—Without obligation to purchase, I would be pleased to have further information about the Montague Office Addressor with the cost of Index and Address Plates for a

list of _____ names.

Name _____

Address _____

City _____ State _____

Employees' Good Will A Business Asset

Take the human element out of business and all "system" is nil, for it's red-blooded, human beings after all that run your business, "system" notwithstanding.

You get the good will of your employees and combine it **with** system when you put in

PEN-DAR PLANISHED STEEL **LOCKERS**

Employees like a clean, sanitary place in which to keep their belongings—a place that is safe from vermin, fire and skeleton keys.

They appreciate the convenience of "Pen-Dar" Lockers—hat, clothing, everything in order — not strewn about the floor.

"Pen-Dar" Planished Steel Lockers are a permanent investment—and, remember, a **good will** investment.

Knocked-down for prompt shipment. Made in sections of standard sizes, or to your special measurements.

Write now for "Locker Information." You **can't** go wrong.



Edw. Darby & Sons Co., Inc.
232 ARCH STREET
Philadelphia, U. S. A.

Makers of
STEEL CABINETS, BINS AND SHELVING

BRIGHTEN UP *Your Stationery in the OFFICE, BANK, SCHOOL or HOME by using* WASHBURNE'S PATENT PAPER FASTENERS



75,000,000

SOLD the past YEAR should convince YOU of their SUPERIORITY.

Trade **O. K.** Mark

Easily put on or taken off with the thumb and finger. Can be used repeatedly and *"they always work."* Made of brass in 3 sizes. Put up in brass boxes of 100 fasteners each.

HANDSOME COMPACT STRONG No Slipping, NEVER

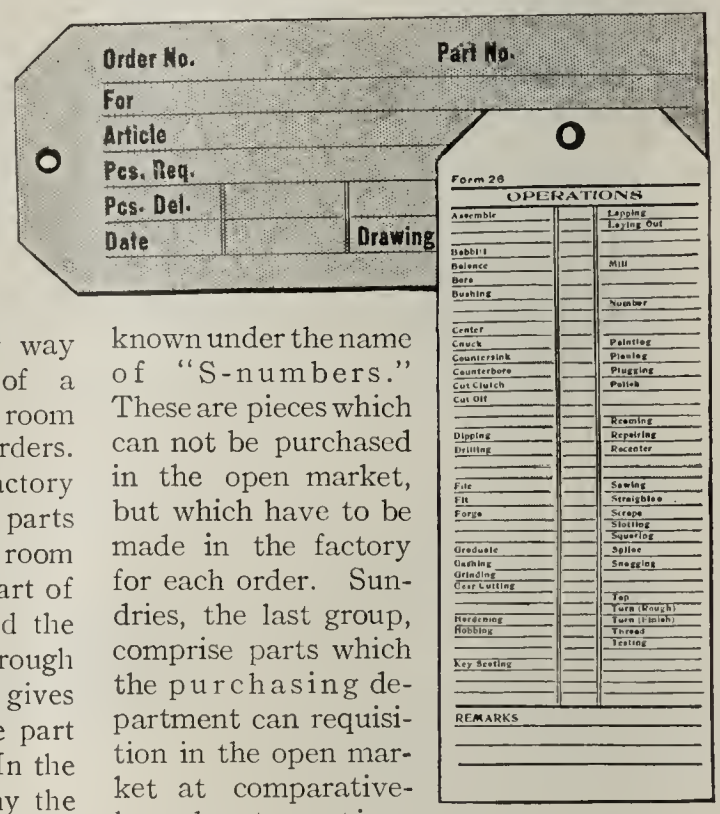
All stationers. Send 10c for sample box of 50, assorted. Illustrated booklet free. *Liberal discount to the trade.*

The O. K. Mfg. Co., Syracuse, N. Y., U S. A. N9 1B

ROUTING *an* ORDER *through the* FACTORY

By C. L. Herrick

HAPHAZARD methods of starting an order are often to blame for its incomplete or imperfect manufacture. The conditions of manufacture naturally determine the methods best adapted for regulating operations and an order must be accurate, definite and concise in order to fix the responsibility for its fulfillment. A very satisfactory way is that employed at the plant of a grinding company. The drafting room schedule is made the basis of all orders. The commercial department of the factory places the order and a schedule of the parts required is obtained from the drafting room by the superintendent's office. Each part of a machine is given a job number and the order for these various parts is sent through under lot numbers. Each order sheet gives the complete list of parts for a single part of the machine to be manufactured. In the nomenclature adopted by this company the pattern number, part number and drawing number are the same. The schedule contains all the necessary information for putting the job through the factory. All specific directions are filled in at the superintendent's office. The parts for a complete machine are divided into five groups—castings, steel parts, stock parts, numbers and sundries. Castings and steel parts require no explanation but a few words will make clear the meaning of the less familiar terms.

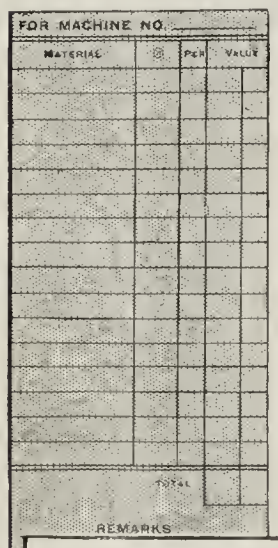


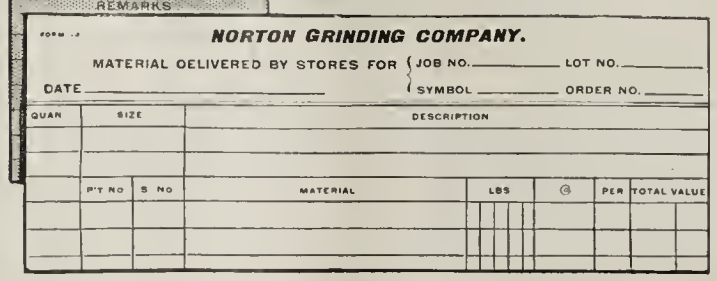
known under the name of "S-numbers." These are pieces which can not be purchased in the open market, but which have to be made in the factory for each order. Sundries, the last group, comprise parts which the purchasing department can requisition in the open market at comparatively short notice. It is, therefore, not necessary to carry a heavy stock on hand.

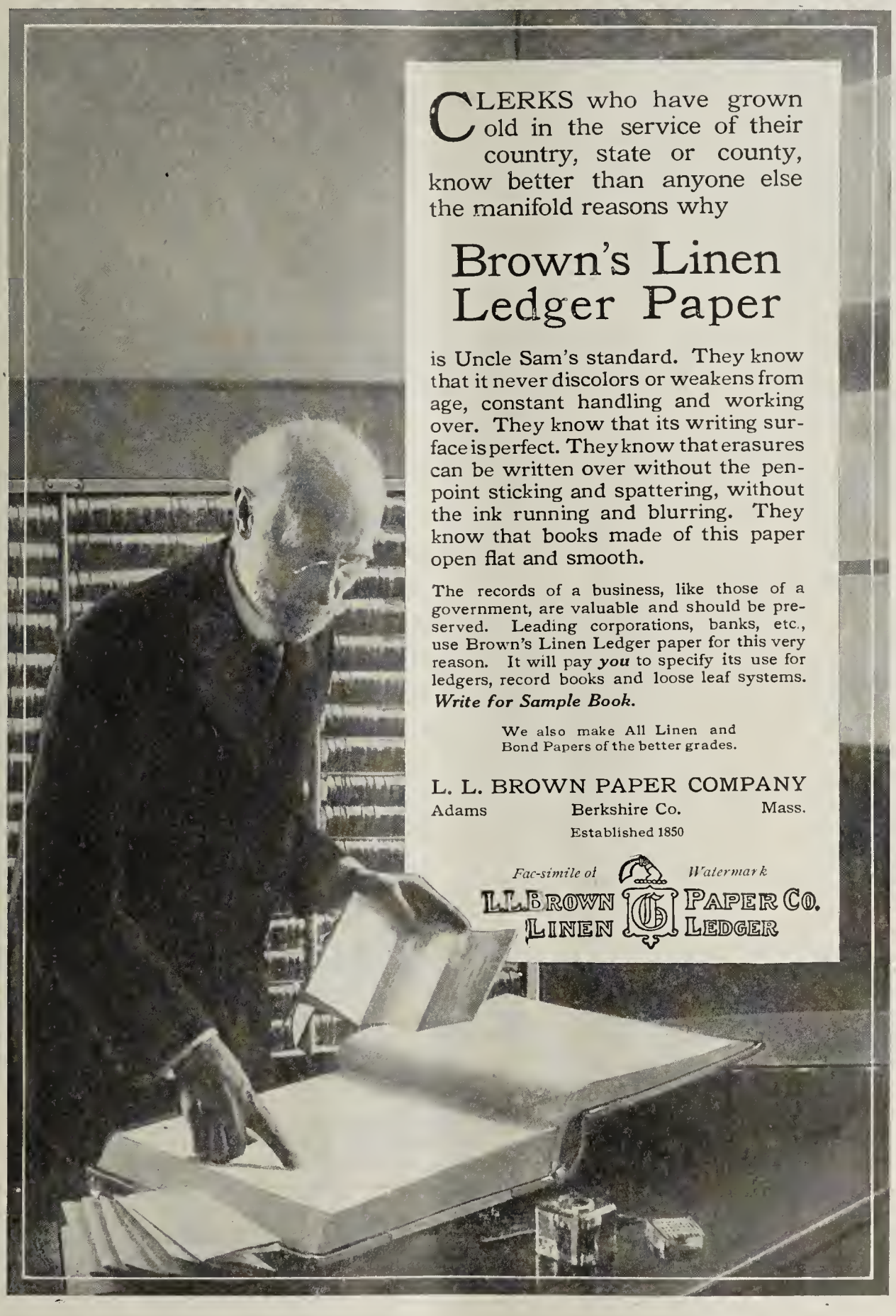
When the number of machines to be sent through in a lot is decided upon, the stores department is notified and requisitions the purchasing department for those items which are not stock or are not to be made in the factory.

For those parts which are to be built in the factory a work tag is made out by the store clerk. These work tags go then to the superintendent's office and are here put with the job lots of castings.

There is no foundry connected with the plant. Castings are bought in the rough and contracts for snagging are let at so much per one hundred pounds. When the castings contractor has received the required number of parts to make up a given order the work tag is attached to one of the lots and they are started through the plant. The tag remains with the lot until it is delivered to the stores department. As the lot is received by the different operatives, each takes it in turn to the time clerk to get a time card. The clerk fills out the time card. The order in which the pieces are to go through the shop is marked on the back of this tag.







CLERKS who have grown old in the service of their country, state or county, know better than anyone else the manifold reasons why

Brown's Linen Ledger Paper

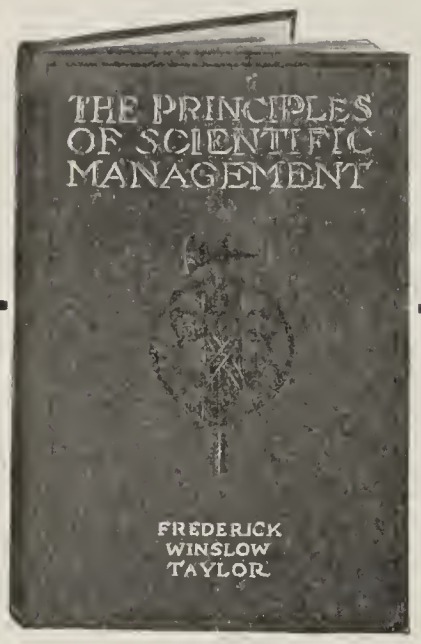
is Uncle Sam's standard. They know that it never discolors or weakens from age, constant handling and working over. They know that its writing surface is perfect. They know that erasures can be written over without the pen-point sticking and spattering, without the ink running and blurring. They know that books made of this paper open flat and smooth.

The records of a business, like those of a government, are valuable and should be preserved. Leading corporations, banks, etc., use Brown's Linen Ledger paper for this very reason. It will pay ***you*** to specify its use for ledgers, record books and loose leaf systems. ***Write for Sample Book.***

We also make All Linen and Bond Papers of the better grades.

L. L. BROWN PAPER COMPANY
Adams Berkshire Co. Mass.
Established 1850

Fac-simile of *Watermark*
L.L. BROWN LINEN LEDGER PAPER CO.



The "BIG" Efficiency Book

The Principles of Scientific Management

By FREDERICK WINSLOW TAYLOR

You can get a copy of this great book with a year's subscription to **BUSINESS** for only **$2.50**

There are 144 pages in this book, all devoted to the new scienee of business.

The application of one of the prineiples advoeated in this book enabled one small manufacturer to inerease his output over 300%. In eountless other instances it has doubled and trebled the eapacity of factories.

It has made possible increased working capaeity in all elasses of skilled and unskilled labor. There is no paragraph in this book but will show you how to eliminate waste and increase values.

The Prineiples of Seientific Management is by far the most important book for every business man issued within the past ten years.

Whether you are an employer or an employe, The Prineiples of Scientifie Management will help YOU.

And you ean get a eopy of this book all eharges prepaid for only $2.50 with a full year's subseription to **BUSINESS**, The Magazine for Offiee, Store and Factory.

This eoupon properly filled out will bring it at onee.

The Business Man's Publishing Co., Ltd.
Detroit, Mich.

Gentlemen:—

I hand you herewith $2.50 for which you may send me all eharges prepaid a copy of Taylor's Principles of Seientifie Management and enter my name to reeeive **BUSINESS** for one year.

Name _____

Address _____

City and State _____

Getting At Real Machine-Efficiency

By James Cooke Mills

IN shop practice, because of broken and uncertain quantities of production and the difference in time required for setting up tools, the recording of the relative efficiency of machines is not always easy. This is highly desirable information, however, as it enables the superintendent to determine the relative values of workmen doing the same operations on the same type of machines, and results in getting the maximum output at reduced costs.

Each machine has a fixed motion cost, commonly called Burden, based on its installed value and interest, and including all indirect items of expense, supervision and administration charges. This cost is the same whether an operator works at 20 cents an hour doing 150 pieces in a day, or at 40 cents an hour doing 300 pieces in a day. But the cheaper labor uses two hours of this fixed charge as against one hour at the higher rate, for the same production. To illustrate this point we will assume that the Fixed Cost for a certain machine is $6.00 a day, or 60 cents an hour. The man doing 150 pieces a day sets the fixed cost rate on his production at 4 cents a piece. Earning 20 cents an hour the labor cost is 1⅓ cents a piece, or a total of 5⅓ cents. The man doing 300 pieces in the same time on the same machine reduces the fixed cost to 2 cents a piece, and, although the labor cost is the same as in the case of the other man, his total cost of production is only 3⅓ cents a piece.

This shows how any proportionate increase in the workman's production automatically lowers the cost, and attracts the high class workman. It also secures for the workman the just wage he earns, without compelling him to wait until some future time dependent upon the favoritism or prejudice of the foreman and generally results in an immediate increase in production.

Past standards may have been too low, and to raise them necessarily requires the concerted action of all the executive heads of a business. Productive labor in nearly all lines of manufacture, whether on day work or piece work, is consciously based on a piece work basis and a decrease in the operative cost must not be made by putting on a low priced operator, who naturally produces a small amount of work, but by putting on a man at the standard desired, insisting on his attaining and maintaining that standard, or even encouraging him to earn more. This lowers the cost, as the fixed charges remain the same, and the increased production is secured for merely the bare cost of the direct labor, while at the same time it is practically insisted that each man earn a higher wage than the average.

To determine the efficiency of one, or a number of different employes on the same machine, the form reproduced herewith is used. It shows whether an employe is advancing or retrograding in efficiency and an analysis of the form is well worth while. It is made up in the Cost Department from the time tickets which are sorted by machines and operations. The heading carries the machine number, make and type, and the fixed cost per day as well as the standard rate for operation. After enumerating the character of the work handled it gives the time allowance for setting up and the piece price for operation. Below in the ruled columns are entered the details of information shown on the time tickets; the whole history of the machine's operations, as well as its capabilities being made perfectly clear.

In fixing the price for setting up tools,

Machine Number _____ Make and Type _____ Fixed Machine Cost Per Day _____ Operators Standard Rate Per Day _____

WORK HANDLED — Part No. / Oper. No.

Set Up Time Allowance

Piece Price For Oper.

Date	Clock No.	Part No.	Oper. No.	Set Up	Hours used	No. Pcs. finished	Avge Pcs. Per Hr.	Avge Earnings Per Hr.	Percentages Over	Percentages Under	No. Pcs. Spoiled	No. Pcs. Scrap	Lost Time Hours	Lost Time Reason

both the common methods of including it in the piece rate, or by allowing the day rate for setting up were abandoned. They are both grossly erroneous, as in numerous instances the change of jobs requires the use of one different tool out of from three to six tools used. To allow in the piece rate enough to cover the setting up from the "bed" is manifestly an injustice to the company, and if the change is being made by day rate the workman is tempted to use a greater amount of time than is actually needed for the work. The rate is set for each separate change and is based on the actual time required, careful records being kept for future use.

Spoiled work is recorded and in all cases where a man exceeds the allowance for his machine he is transferred to other operations or machines, or finally discharged. The allowance differs of course with various machines, just as the amount of work varies. As the hazard increases greater skill is required, and naturally the workman's wage rate is proportionately greater. In justice to the company the percentage allowance for spoiled work should be decreased as the workman's rate exceeds the standard as predetermined by experience.

This form is a valuable adjunct in factories using piece work and premium systems, while in a straight day work shop it is almost indispensable. Through supplementary forms, the comparative costs of operations by part numbers are secured, while through Efficiency Records the value of the operator on different jobs is determined, and this furnishes the value of different employes on the various parts of each machine.

Insisting upon men increasing their ability to earn the standard determined upon, automatically holds the better class of men, and attracts only high grade, efficient employes. This means not only absolute harmony between employer and employe, but essentially lowers the piece cost by eliminating the careless and indifferent worker.

Improving Bench Drawer Design

IRON bench drawers are replacing the ordinary wooden sliding drawers in many plants. When a wooden drawer filled with tools is hurriedly opened it is at least an even chance that the contents are disarranged and often thrown well to the back. By using plain iron box drawers, held in place by a spindle running vertically through one corner and a pivot attachment to the bench leg, the drawer swings without jerk or stress. A lock attachment, if necessary, may be added.

Facts When You Want Them



YOU can have, at a moment's notice, an accurate, up-to-the-minute statement of the important items of your business if you use

The National Office Register

This machine makes printed records of office transactions and adds and classifies what it prints.

It compels a correct entry, furnishes information and protection on moneys handled and records kept and at the same time an immediate personal audit of any or all departments of the business.

It saves time, labor and expense and simplifies office system. Can be built to meet your particular requirements.

The National Cash Register Company
Dayton, Ohio

The National Cash Register Company, Dayton, Ohio

Show me how, with a National Office Register, I can have a statement of the important items of my business on a moment's notice—and not only give me these figures, but give me positive assurance that they are correct.

Name_____

Business _____

Address _____

Nothing Like

this has ever been brought to your attention. Think of it! Carbon paper and typewriter ribbons that will not deteriorate. This is not the only distinction of

Buckskin and Daisy Brands

of carbons and ribbons. They have so many points of superiority that you will not be satisfied with any other



Carbon Papers and Typewriter Ribbons

after you try our samples. Write for them.

Neely & Peacock Co.

Manufacturers of

"The Line of Distinctive Quality"

CHICAGO U. S. A.

ARE YOU LOOKING FOR
A Better Filing Cabinet
to enable you to file letters easily and refer to them quickly, in a drawer that opens and closes like a book?

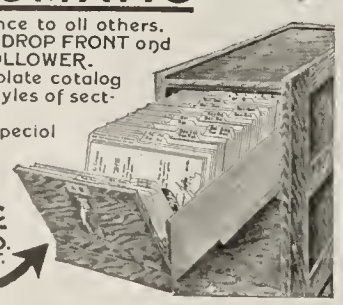
To see the AUTOMATIC is to want it in preference to all others. The only file made with DROP FRONT and AUTOMATIC TILTING FOLLOWER.

Our 80 page colored plate catalog shows a big line of all styles of sectional filing cabinets.

Write for it and our special mail order proposition.

Shipments on time and approval.

THE AUTOMATIC FILE & INDEX CO.
143-153 N. PEARL ST.
GREEN BAY, WIS.





IN OTHER MEN'S FACTORIES

A Department of Ideas and Methods That Have Been Tried Out in Other Plants—Little Schemes That Add to the Economy and Efficiency of Operation

Taking Care of Blue Prints in the Shop

THE drawing sizes in an automobile parts factory have all been standardized to multiples of 5 x 8 inches, and the tracings themselves are filed in a cabinet in which the drawers are divided to suit the various sizes, i. e., 5 x 8, 8 x 10, 5 x 16, 10 x 16, 10 x 32, 16 x 20, 20 x 32, 20 x 48, 32 x 40 and 40 x 64.

The title, number and date are placed in the upper right hand corner of the 5 x 8 or 10 x 16 drawings, while in the 8 x 10 or 10 x 32 sizes, these particulars are on the upper left hand corner so that when the blue print is folded once, the number is in the upper right hand corner and the print can be easily located. No matter what size the drawing may be, the title, stamp and number are placed on the right hand corner of the side which is a multiple of 8.

Blue prints are issued to the tool room and from there they are issued to the machine shop with the necessary tools and fixtures for the job. When the workman is given a certain job, the foreman of that department gives him the shop card and he is required to present this card to the tool room to get the blue print. When he receives the print he hands the tool room foreman a check, this check to be hung on a rack below the number of the drawing. This rack has the numbers of all the blue prints marked on it, and by referring to the rack it can readily be seen whether a print is in use or not. When the workman returns the blue print his check is taken from the rack and returned to him.

The 5 x 8 and 8 x 10 blue prints are filed in a box 8⅛ inches wide; the 8 x 10 being folded once as above indicated. The other sizes are placed in a larger box 16⅛ inches wide, the larger ones being folded to 10 x 16 and all filed in numerical order with the number in the upper right hand corner as above explained. In caring for blue prints in this manner it is very easy to locate any particular one when corrections are to be made.

Requesting a Change of Rate

GREAT confusion and much needless work is often caused in the timekeeper's office by numerous changes of rate during the pay periods. Changes should be made only at the beginning of a new period so that none of the calculations of labor costs may be complicated more than they ordinarily are. To carry the proper records the foreman, when making a change of rate, fills out a convenient form, called Request for Change of Rate, and sends it to the superintendent for official sanction. The

Form 1149.

Request for Change of Rate

Date.....

SUPERINTENDENT: I recommend that the rate of

.....No.....

be increased / decreased from.....to.....

to take effect the beginning of next pay.....

Occupation.....Dept.....

Length of Service.....Last increase.....

Reason.....

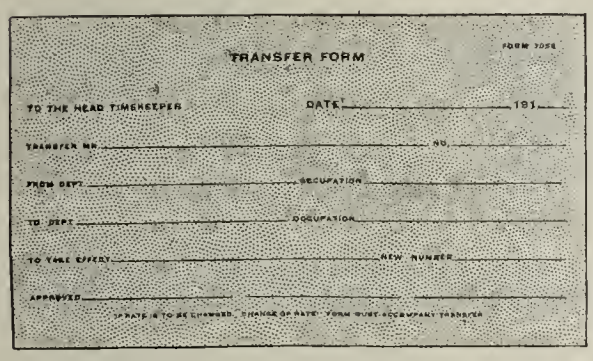
Foreman Supt. Manager

This increase does not take effect until fully approved.

form provides space for a condensed record of the workman's efficiency. This is important in order that the manager, to whom the request goes for final approval, may at a glance get an idea of the man's value to the company, and the advisability of making the advance as requested. If, however, the request is for a decrease in rate, the manager is all the more concerned to know the cause of it. When finally approved the change takes place at the end of the current pay period. This being thoroughly understood by the men, they make no objection to it.

A Convenient Transfer Form

IN transferring workmen from one department to another, or from one mill to another, some adequate form must be used in order to convey to the timekeeper the fact of the change. Too often no regular form is used for this purpose, but a memorandum made and sent in to the office, or


TRANSFER FORM

FORM 7056

TO THE HEAD TIMEKEEPER DATE 191

TRANSFER NO. NO.

FROM DEPT. OCCUPATION

TO DEPT. OCCUPATION

TO TAKE EFFECT NEW NUMBER

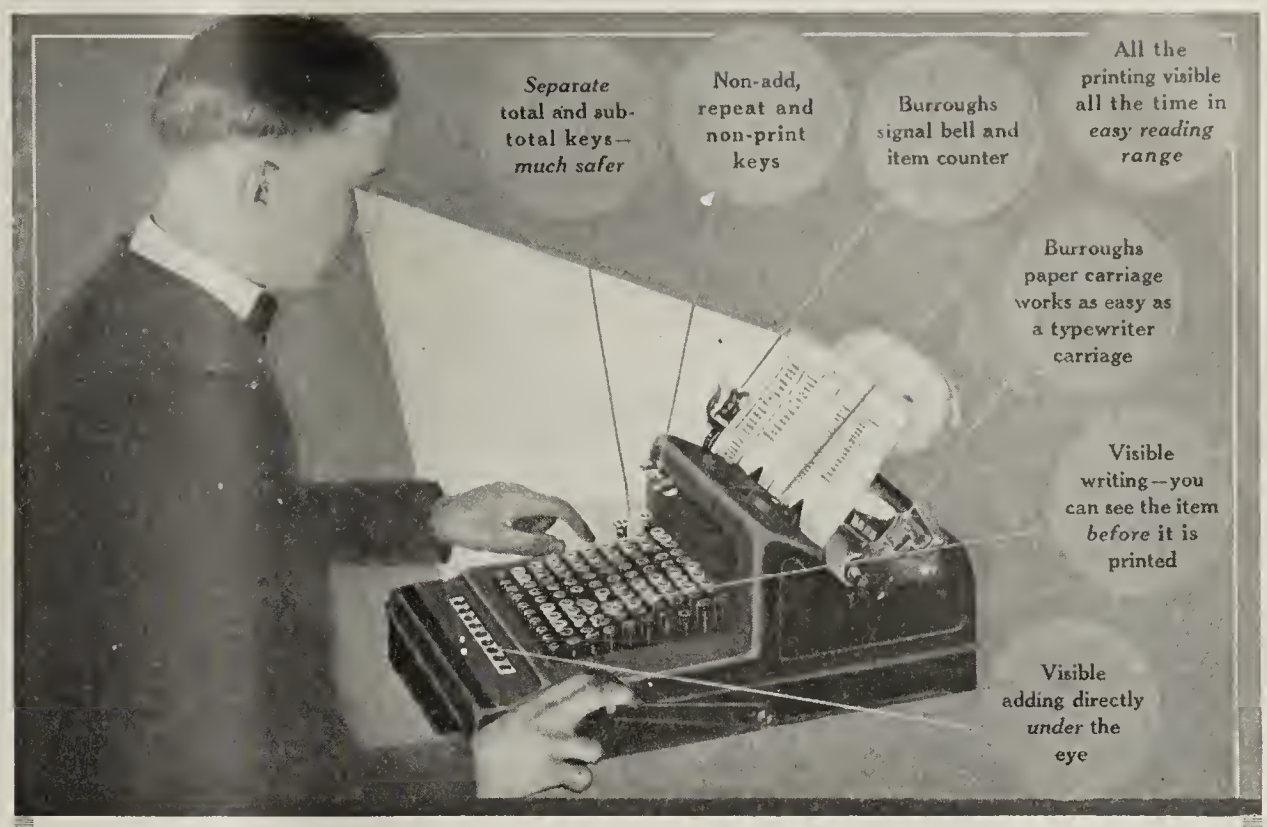
APPROVED

IF RATE IS TO BE CHANGED, REASON OF RATE FORM MUST ACCOMPANY TRANSFER

dependence is placed on the clock or time cards to give the information. In one large factory the head timekeeper is informed of all changes of this kind by a simple form, approved by the superintendent on the foreman's order. It not only gives the department and occupation from which transferred but also the new occupation in the other department, including the new number, and date to take effect.

How One Road Tests Its Engineers

A WESTERN railway company conducts efficiency tests throughout the year for the purpose of keeping the train crew and enginemen on the alert. After a crew has run over the same line day after day without mishap, they are likely to become careless and fail to observe a danger signal at a critical moment. To guard against such a contingency, this road has twenty efficiency tests, ranging from the changing of the color of signal lights and extinguishing of lights entirely, to placing fuses and torpedoes on the track. Failure to observe any of these signals means severe discipline for the offender. Last year the company made 7,026 of these tests and only in 41 cases did



All The Work in Sight

Note the illustration—it shows one of the Burroughs "Class 300" line—visible writing, visible adding and visible printing, all at *the same distance from the eye.*

Note that *all* the printing—not *part* of it only—is visible all the time, in *easy reading range.* The paper carriage is but *three inches* back of the keyboard.

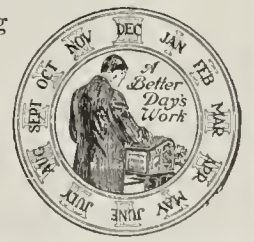
The adding is visible, in plain view directly *under* the eye. The item to be printed is visible and easily readable *before* it is printed.

The paper carriage on these machines (3 1-2, 12 1-2 or 20 inch, as desired) were designed to *speed up* the work of putting in and taking out the paper.

The extremely low keyboard is another big advantage on these machines, making them very convenient for use on either a high or low desk.

The Burroughs "Class 300" line was designed by our own inventors, and is built in the Burroughs factory, the biggest, most efficient and most complete adding machine factory in the world.

All Burroughs machines are backed by *a real guarantee of continuous service*—the kind that *brings service to you*—no matter where you are located. This insures you against inconvenience and loss from accidental disablement of your machine, though the Burroughs is the best built, longest lived Adding Machine in the world.



Burroughs Adding Machine Company

European Headquarters, 76 Cannon Street, London, E. C., England

82 Burroughs Block, Detroit, Michigan

Detroit invites you to Cadillaqua, her birthday party, July 22 to 27. Come and have a good time--and while here come and see how Burroughs adding machines are built in the world's model adding machine factory.

See our Wonderful **ENCYCLOPEDIA OFFER** on Page 49



Here is the one logical method of keeping an accurate account of when you received and when you sent out letters, orders, contracts, etc. It will avoid all disputes, as it records every minute of the day or night.

Follett's New Model Time Stamp 8 Day Wind

Absolutely automatic, requires no attention and is the only POSITIVELY ACCURATE register on the market. Write for full information and for our latest catalogue.

FOLLETT TIME RECORDING CO. 670 HUDSON STREET NEW YORK CITY



Shaving doesn't make your razor dull half as fast as rust does. Rust, caused by moisture from lather, forms on the microscopic teeth of the edge. This makes the blade pull and scrape.

You can't wipe the blade so dry that rust won't form between the microscopic teeth. The sharper the edge and thinner the steel, the greater the rust. That's a scientific fact!

To keep a sharp blade *always* keen and clean (ordinary or safety razor) simply do this: Rub a few drops of 3-in-One well into your razor strop. Draw the razor blade between your thumb and first finger, moistened with 3-in-One. Then strop as usual. You'll be surprised at the improvement. Always wipe blade dry and apply a little 3-in-One after shaving.

Don't take our word for this. Simply test it. Do it at our expense.

FREE SAMPLE and special scientific circular—both free! Sold at all stores—8-oz. bottle, 50 cts; 3-oz., 25 cts; trial size, 10 cts.

3-in-One Oil Co., 118 New St., New York

A FEW LIVE MEN
WANTED

To devote part of their time to representing us in their community. A few good openings as District Manager.

Address:
BUSINESS AMERICA
39 W. 32nd St., New York, N.Y.





Chips and particles of dust are blown out of this machinery by the use of compressed air.



A sanitary, bubbling drinking fountain in use in the plant of the National Cash Register Company.

the crew fail to observe the signal, giving a percentage of 99.42 perfect.

"These tests in efficiency have had a splendid effect on the crews," says an official of this railway. "Nothing can prove of greater value in determining the worth of our men as railroaders. By this procedure we are able to locate the unfit or undesirable in our employ, and weed them out, thus improving the service and protecting life and property."

Cleaning Machinery With Air

WHEN dirt and dust work back into the bearings and around cutters there is danger of stock being poorly machined or a machine breaking down. To give all machines a thorough cleaning up during working periods usually takes up time that might be used to better advantage in regular service, but machinery must be kept clean to give the *best* service. In a woodworking plant, for instance, five machines were shut down from twenty to thirty minutes before closing time each day in order that each might be thoroughly brushed off. A small broom aided the operator in getting behind cutter heads and parts which were not reached by the regular blower attachment.

To eliminate this loss of time, compressed air was piped to the group of machines and the small hose with tapered nozzle now enables each operator to do a more effective job in five minutes than he formerly did in thirty. The compressed air installation was very little additional expense, since compressed air had already been piped to adjoining departments. Chips and particles of dust are blown out to one side and then through a hole into a receptacle below the floor, in the basement.

What to Do With Overtime Labor Charges

SHOULD money paid out for overtime labor be charged to Productive Labor, or should it be classified as Expense?

Various versions of this subject have been presented by men fully capable of deciding the proper and best method of handling it; ways that are, without doubt, best suited to the individual cases before their attention. But, as in most cases of the more difficult questions of Cost Accounting, there is a large field for laying out work to be handled according to the individual opinions, rather than by following the safer course of principle, and a little reasoning sometimes brings the two pretty close together.

Overtime, or extra money paid out for work performed in hours other than the regulation hours of any shop, is more or less of a "bonus" paid the employe as an inducement, or as appreciation, for extra hours worked. This is especially true of the smaller shops where overtime work is the exception rather than the rule. In these shops, overtime work is rarely undertaken unless the firm itself is to derive some direct or indirect extra profit by so doing. Such work is special or extra and therefore is expense, pure and simple. On the other hand we have shops where overtime is the rule rather than the exception. These are shops where almost every employe expects his job to pay him so much money—figuring on overtime work—and the firm, in turn, expects to pay this overtime cost. They have figured on same as part of the labor cost of the article to be produced; hence, this overtime is really part of the Productive Labor rather than an expense.

DONT DRAG COPY



Push It

HOW

GOOD strong copy. Copy that jumps, grips and pulls. Copy that will accomplish the desired result. High copy efficiency. How hard it is to get!

Often, as a business forges ahead into new copy needs, the exactly right copy seems dragging along somewhere behind so near and yet so far. You find yourself beset with an irritated dissatisfaction and impatience that longs to give a violent jerk, and land the refractory copy as the small boy lands his fish. When you can't do this, there seems nothing left but to go on dragging, dragging, dragging.

BUT THERE IS SOMETHING TO DO. Give us a chance to take hold with you and change the DRAG into a PUSH!

Since no two problems are the same, no two can be handled in the same way. But by our method we are sure to acquire that thorough understanding of your product, policies, market and needs, so absolutely essential to efficient copy preparation.

And when you are pleased and perfectly satisfied, then, and not until then, are you indebted to us. And your only obligation in placing us at work is your agreement, in case we do please you, to pay me the price I have previously named. I ask no man to buy a "pig-in-a-poke."

Efficient copy today is one of the biggest and most vital things in commerce. There is only one method of—yes—of extracting it. We use that method. Use us.

ADVERTISING ART *and* COPY

Ceylon Hollingsworth

807 MAHONING BANK BUILDING
YOUNGSTOWN OHIO



Start a Business of Your Own

You as an American have a right to independence. And yet you are slaving your life away for paltry wages. Why don't you wake up and start a business of your own? You can make good—that is proved by the fact that you are now making money for your employer; otherwise he would uot keep you.

The easiest way to get into business for yourself is to start a mail-order business. Run it in your spare time at first. Apply yourself and you'll soon have a big business that will bring you money by each mail. Twelve years ago a train dispatcher ran a small advertisement in a magazine. He had one article for sale. Hundreds of replies came to him. He bought at wholesale and started in the mail-order business. Today his offices cover several city blocks. He has thousands of employes and is several times a millionaire.

Start a Mail Order Magazine Subscription Business.

When the men who are now making fortunes in the mail-order business first started they had no knowledge of the business, They had to buy their experience by costly mistakes. But you can now learn in a few hours all the carefully-guarded secrets of the mail-order business—how to start—how to advertise—how to handle inquiries and how to turn customers into regular buyers. You can learn all this from one of the most remarkable treatise—THE MAIL-ORDER SUBSCRIPTION BUSINESS. This great treatise tells in simple language the twelve-year experiences of one of the most successful mail-order men ever known. It tells you everything you need to know.



This treatise is yours for only $1. Yours to use as a stepping-stone to big success, a foundation for a money-making career. Send for it now. Don't trouble to write a letter; merely write your name and address on a sheet of paper, wrap a dollar bill in it and mail to

EMPIRE SUBSCRIPTION AGENCY,
60 Gibson Bldg. Salamanca, N. Y.



Hotel Charlevoix
DETROIT, MICHIGAN

200 Rooms
150 with Baths
20 EnSuite

Absolutely Fire Proof

Rates, $1.00 and Up

Ideal Location

Grinnell Bros. Props.
Reno G. Hoag, Mgr.

This Magazine is printed with Ink made by

H. D. Roosen Company

78-84 Twentieth Street, Brooklyn, New York

Perhaps, on first thought, the line seems rather finely drawn here, but there are so many shops working under just such conditions at present that the above classification seems the logical one. Again, we have the shops (mostly foundries, rolling mills, etc.) where all-night shifts are working practically at all times. In many instances the night hourly wage is a little in excess of the day labor wage for exactly the same work, and, furthermore, the night man is often allowed a few minutes for a midnight lunch, which time is not deducted from his pay check, so usually in the long run these night men earn more per hour worked than those of the day shift. Should this extra labor cost be charged to expense? Decidedly not. The money paid for night work is a standard wage, although the work turned out is the same, or if anything, a little less than the day shift can do, yet as a rule you cannot get men to work nights for the same rate the day men get. It is simply a higher rate for productive labor for the night workers and should certainly be classed as such.

Recording Details of Machine Orders

TO avoid misunderstanding in regard to minor details, or special tools to be furnished with heavy machinery, a large factory in the middle west has adopted the following plan with good results. In making quotations or answering an inquiry, complete details of the machine are specified clearly, and it is often found that some changes must be made to meet the special requirements of the customer. When the order is finally received, it is given a number in the usual way, and an acknowledgment prepared in type written form covering all the details agreed upon in the correspondence. This acknowledgment shows the purchaser exactly how the order is understood by the manufacturer and states the price, including all the extras that may be required. Four carbon copies are made at the same time, the first being retained as the office record and used for following up the factory copies which are exactly the same with the exception of the price and terms, which are omitted.

One copy is sent to the engineering department, so that those connected with it may understand just what is required of the machine, and enable them to get out the drawings for the pattern shop and see that the machine is started in time to meet the delivery promised. Another copy is sent to the superintendent of production, who will have a complete record of all orders, with time of delivery, and can then have all the outside material ordered and get the machine out on time. The last copy is sent to the Traffic Department, where those in charge may also have a record of orders and dates of delivery to enable them to have the necessary boxes, skids, etc., ready when the machine has been tested, as well as the necessary railroad equipment.

By the use of these blanks every department as well as the purchaser has an exact copy of the order, and this has proved an excellent safeguard against any misunderstandings or errors which would be annoying and costly after the machine was once started or finished.



A well lighted factory interior—Building No. 10 in the Schenectady works of the General Electric Company.

How to Handle Your Paper

(Continued from Page 16.)

his name on a note, in advance. In this way he ascertained the opinion of the banker of the party who asked for the endorsement.

Here was a perfectly safe rule to follow, and one many men have adopted. That the plan is fair and reasonable to all concerned does not admit of doubt. If it were followed more closely, there would be more perfect understanding in the business world, less failure and greater confidence. The reason for this lies in the fact that, more and more every year, bankers are fighting shy of "one name paper," i. e., notes on which only the name of the maker appears. Bank examiners are insisting that paper is better for the creditors of the bank who are the depositors, when an endorser, in addition to the maker, adds his name to it. The practice is the outgrowth of experience, for it makes for a better and stronger bank. And every merchant likes to know that he is dealing with a financial house that rests on solid foundations.

Some merchants make a habit of accepting notes from customers in payment for goods purchased. In most cases they carry them themselves. Not all retailers keep the accurate and complete account of their notes that they should. A note, to be good, should be one that the bank will accept. If the bank refuses it, it is generally pretty good judgment to decline to take it. Notes on which cash may be advanced by the bank, or which the bank will discount, are as good as cash.

When to Deposit

MOST merchants bank every day. Some of them make a practice of not going to the bank unless they can make a deposit of a certain amount. In the average town, the minimum amount a merchant with false pride would want to deposit might be, say, $100. Suppose he gets in during the day a check for $75, and not until three days go by does he obtain a sufficient amount, because it is along toward the end of the month, to bring the sum he thinks necessary up to the required amount. Then imagine his discovering that the maker of the check has failed. These circumstances frequently happen.

Had he deposited the check, it would have been paid. Morally, in a case like this, the maker of the check is responsible, but actually the merchant is to blame, for he has not used due diligence in presenting it for payment. Had he done so he would not have lost the amount.

(Continued on Page 53.)

Our Graduates Point the Way



The graduates of our correspondence courses of instruction in **HIGHER ACCOUNTING AND BUSINESS LAW** are the very best proof possible as to the wonderful benefits both in a financial way and in the matter of position, that these courses offer YOU.

For the past ten years we have been preparing ambitious men and women to occupy the really big positions in the Accounting field. We have taken cost clerks, bookkeepers, ledger clerks, cashiers, paymasters, stenographers and others in minor capacities and trained them for the positions above them.

International Accountant students and graduates can be found in every state and territory and a number of foreign countries. They are all successful. They are well equipped to handled all problems in accounting. They have grasped their opportunity. Their future is an assured one.

We can show you the way to bigger things in business. We can give you a training in Accounting unsurpassed by any other school. We will equip you to successfully handle all accounting problems.

A few minutes of your spare time each day devoted to our studies will accomplish this. These courses are not expensive but within the reach of every ambitious man or woman.

If you are intent on being a bigger factor in business; if you want to make more money, if you want a better position, if you are ambitious, if you are not afraid of responsibility, if you want to make the most of your opportunities, if you are desirous of making progress in business write to us today for a copy of our handsome 56-page booklet entitled Inspiration-Ambition-Success. This booklet has been prepared at a great expense but will be sent absolutely FREE to anyone who is interested in our courses of instruction in Higher Accounting, Business Law, Cost Accounting, Auditing and Business Organization.

Why not write now for your copy? Use the coupon.

SIGN NOW

The International Accountants Society, Inc.

98 Fort Street DETROIT, MICHIGAN

The International Accountants' Society, Inc.
98 W. Fort St., Detroit, Mich.

Gentlemen:—

I want to prepare myself for a bigger job and more salary.

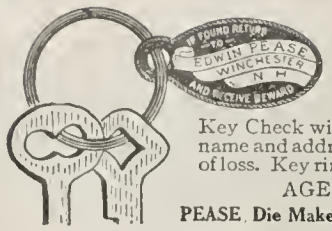
Send me full information and literature of your plan.

Name .....

Address .....

City and State .....

Position .....



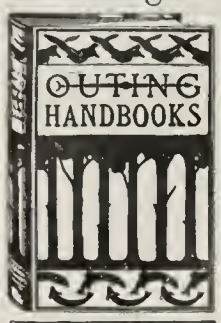
YOUR KEYS CAN'T TALK

But this German Silver Key Check will tell your name and address in case of loss. Key ring included **15 Cents** (Retail Price 25c)

AGENTS WANTED

PEASE, Die Maker, Dept. A, Winchester, N. H.

Motoring and Sailing Knowledge



The new textbooks for outdoor work and play

Of practical value is contained in simple language in these recent additions to the handbook series:

NAVIGATION FOR THE AMATEUR—Captain E. T. Morton. Short treatise on simpler methods of finding position at sea.

THE AUTOMOBILE—Its selection, Care and Use—Robert Sloss. Plain and practical advice.

THE YACHTSMAN'S HANDBOOK—Commander C. S. Stanworth, U. S. N., and others. Sailboats and motors. Ground tackle, handling lines and sails, soundings, etiquette.

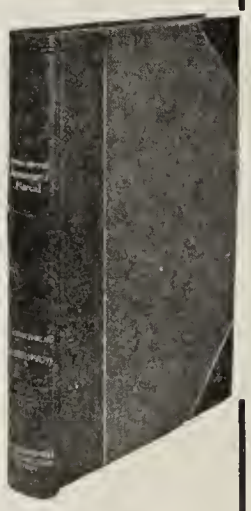
THE MOTOR BOAT, Its Selection, Care and Use—H. W. Slauson. Care of motor receives special attention. Camping and cruising suggestions.

Purchase from bookstores or direct at 70 cents a copy. Postage extra, 5 cents. Send for free Outing Handbook catalogue.

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OUTING MAGAZINE Yachting OUTING HANDBOOKS
141-145 WEST 36TH ST NEW YORK 122 S. MICHIGAN AVE. CHICAGO

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For Accountants

The International Accountants' Manual is the really important work that every accountant, bookkeeper, auditor and business man should own.



This book is a modern business production, consisting of over 500 pages of the best in the accounting field and profession. Obsolete methods and systems have been entirely eliminated giving only the very latest methods obtainable.

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The Business Man's Publishing Co., Ltd.
Detroit, Michigan

A System that Simplifies Routine

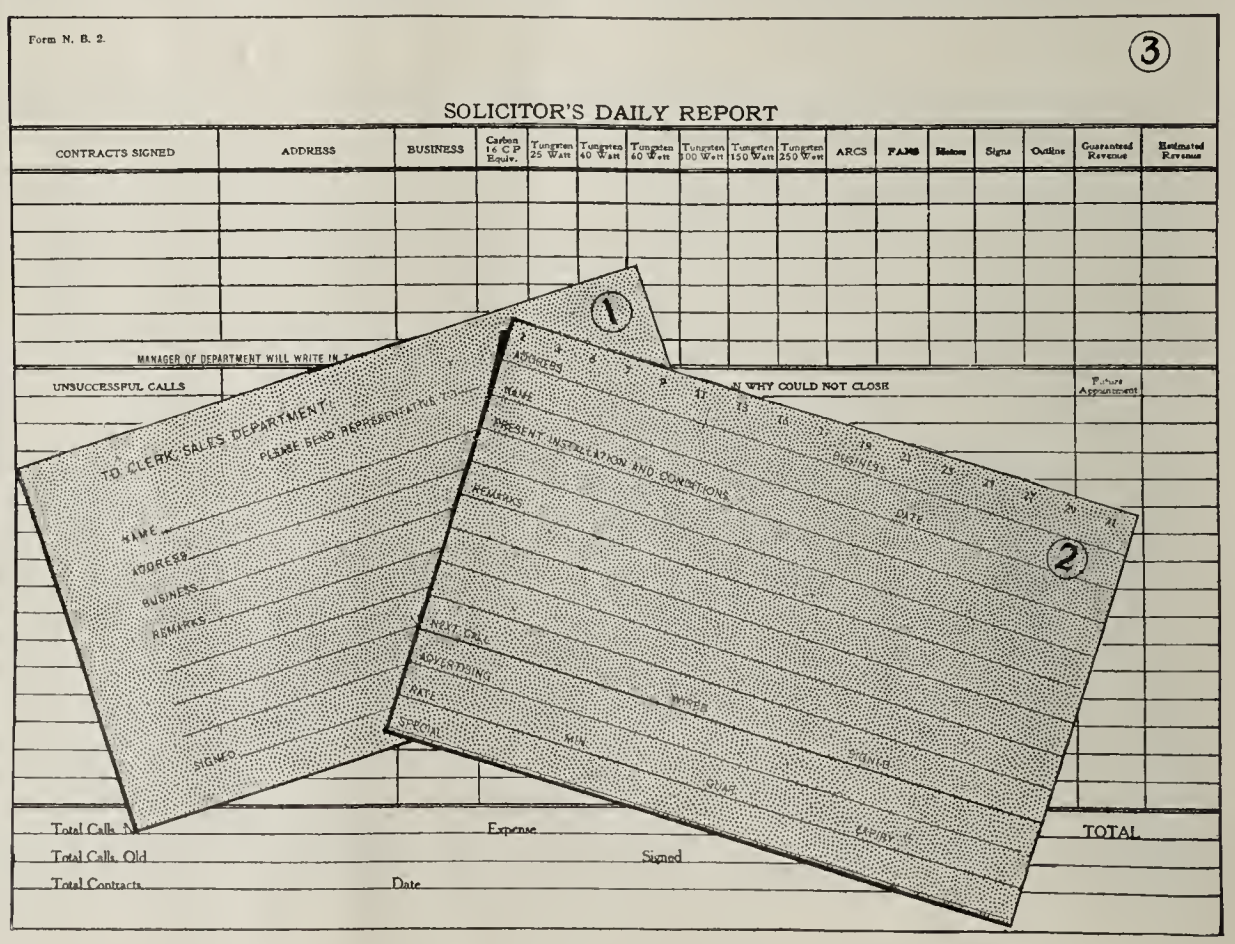
How to Handle the Accounts for an Electric Light and Power Company

By C. W. Buggy

A FEW years ago, the writer of this article began to systematically study the various accounting forms used by electric lighting and gas companies, with the idea of endeavoring to standardize some of them and bring about an accounting system that would readily expand or contract to meet the requirements of the largest and the smallest company alike. After visiting and corresponding with the various public service corporations, the system adopted has been found to provide full information with the fewest forms and the least amount of clerical labor consistent with good management. The routine lends itself readily to any additional detail that the larger company may require and for which the smaller company does not care. The forms shown in this article cover the work of getting the business and bringing the records up to the accounting department. The handling of the customers' accounts themselves will be explained in the next article.

A SALESMAN'S lead is usually the first form required in obtaining an additional consumer. This form may be of a very simple nature and can be filled out by any employe of the company for the purpose of advising the sales department of a prospective customer, or of one who desires additional lighting, or even one who is dissatisfied and may possibly discontinue the service. A copy of the lead is kept by the sales clerk as a check on the salesman until it is fully reported upon.

If the lead calls for a prospective customer and the salesman is unable to secure the contract at once, a follow-up card (Form 2) is made out by the solicitor and with his daily report (Form 3) is handed to the sales clerk at the close of the day. A white card is made for a "light" prospect and a blue card for one who desires



SALES DEPARTMENT
DAILY REPORT OF BUSINESS OBTAINED ④

	NAME	ADDRESS	BUSINESS	NEW					ADDITIONAL					CONTRACT	SOLICITOR
				Guaranteed Annual Rev.	Estimated Annual Rev.	Co-Ward Equipment	H. P. Motors	Kilowatts Metered	Guaranteed Annual Rev.	Estimated Annual Rev.	Co-Ward Equipment	H. P. Motors	Kilowatts Metered		

Form N B 4

New Business Department

⑤

REPORT OF BUSINESS SECURED

Representative_____ District_____ Month_____ 191

Date	Calls	Orders	Carbon Wattage	Tungsten Wattage	Signs Flat	Outlining Flat	Window Flat	Int. Ltg.	Arcs	Fans	Domestic	Irons	Spec. Appl.	Increase	Renewal	New Bus.	In. P'ts	Power	Elevator	Guaranteed Revenue	Estimated Revenue	REMARKS
1																						
2																						
3																						
4																						
5																						
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GENERAL REPORT ⑥
Month_____ 19

EXPENSES
Salaries
Newspaper advertising
Sunday advertising
Store expense
Stationery
Miscellaneous
Total

RESULTS
Number of calls
Number of orders
Revenue from flat rate signs, windows, outlines, etc.
Estimated revenue from business on meter
Total estimated revenue
Total guarantee
Guarantee on meter business only
Estimated revenue from all business signed but not connected up to date

ANALYSIS
Estimated revenue per call
Cost per call
Estimated revenue per order
Cost per order
Cost per dollar estimated revenue
Cost per K. W. connected
Estimated revenue per K. W. connected

CONNECTED LOAD
Number of new customers
16 c. p. equivalent

Business signed but not completed to-date | Total business signed during month

Rev. per Call_____ Cost per Order_____
Cost per Call_____ Cost per Dol. Rev._____
Rev. per Order_____ Salary_____

⑦
No._____ 191

GENTLEMEN:—We are undertaking the following installation. Please furnish necessary data regarding location of service meter and kind of current.

Name_____ Address_____
Date service will be completed_____

Inc. lamps c.p.	Motors	H. P.	Volts	Miscellaneous
_____ " " " _____				
_____ " " " _____				

New Installation_____ Additional_____
Remarks_____
Signed_____

"power." The follow-up card and lead are then filed under the name, and cross-indexed for date of future call. When due, both are taken out of the file, and the follow-up card given to the salesman, while the lead still holds check on the matter. This is automatically repeated until the prospect either signs up or is considered "dead." In either case, the lead and follow-up card become obsolete, and the reason is written across the face of the card. Form 4 is typewritten in duplicate by the sales clerk, one copy being retained by the sales manager and the other sent to the General Manager. Form 5 is a recapitulation of the business secured by the salesmen during the month and Form 6 is a private monthly report of the sales manager. Form 7 is a self-addressed postal card furnished to contractors and sent by them to the company. It serves as a means of securing new or additional business as well as aiding the contractor to get prompt and concise information regarding service.

When an order is received, Form 8 is made out in triplicate by the sales clerk, and is used for new connection, additional connection or for disconnection. The original copy follows the routine as designated, the duplicate goes to the accounting department and the triplicate remains on file in the sales department. This form is found to be the best of its kind, combining as high as five distinct forms. It is filled out by sales department up to the point "Service-Meter Order Rec'd" and together with the duplicate work order, the accounting department is furnished with a card form or contract notice, which gives the serial number of the contract and represents the customer throughout the records of the company. If the customer is already supplied, the previous number is written in by pen and supplemented by the word "additional," thus notifying the accounting department that the customer has been previously supplied and entered on the company's records and all that remains to be done is to change the rate or to make additional charges.

When a work order leaves the sales department, it is sent to the inspection department who O. K. their portion and the order is sent to the line department for service, and from there to the meter department, where in addition to installing the meter, the connected load is also taken (see back of work order). This department is the last to finally O. K. the order before it is sent to the office as completed.

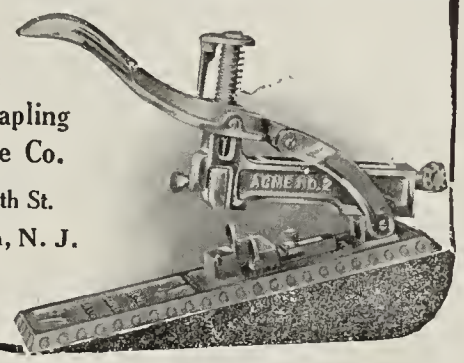
The meter is tested on the premises and

Is Your Correspondence Valuable?

Is your correspondence valuable enough to safeguard its keep?
Is it of any importance to you to entirely do away with lost records and letters?
Do you want a positive means of guarding them?
Here is the way—

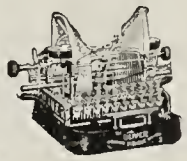
The ACME STAPLE BINDER

The only really clog-proof stapling machine made. There are several distinct sizes to select from, but size makes no difference, YOU need an ACME.
It is simple and efficient in its operation, holding 100 steel fasteners at once.
The Acme Fastner will easily bind from 2 to 30 sheets at once; making a safe, sane and sure way of preserving your papers.
Let us send you literature covering this wonderful office machine. Its FREE to you.



The Acme Stapling Machine Co.
99 N. Ninth St.
Camden, N. J.

GET THE SYNDICATE PRICE ON YOUR TYPEWRITER



Our book, "Typewriter Secrets," will tell you about a Syndicate method of buying and selling typewriters, that will enable you to get your typewriter at a price that is less than the biggest dealers pay—less than the lowest wholesale price. The most revolutionary typewriter proposition that has ever been made in the history of the industry. During the last few months this Syndicate has saved $200,000 to typewriter buyers. Free trial and long time payments arranged to suit your convenience. Be sure and send for this book, even if you are not now ready to buy. It will give you full information—the inside facts. Better send us a postal before you forget it. It is worth money to you.
Typewriters Distributing Syndicate, 166 P. S. No. Michigan Blvd.

Peterson's Desk Companion

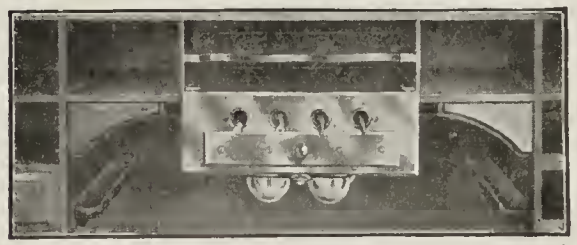
The most useful and ornamental device ever invented for roll top or bookkeepers' desks.



Size of front 2¾x8½ in.

Placed under pigeon holes of roll top desks. Cleans entire writing surface of desk. Two inkwells on a pivot swing beneath cabinet. Four tubes backed with corks, adjustable to pens and pencils. Drawer with seven compartments for clips, stamps, etc.

Send for Descriptive Circulars, Opinion of Users and Name of Nearest Representative



Showing companion on desks, tubes for pens and pencils, inkwells retired.

REPRESENTATIVES WANTED

Exclusive agencies given to established Office Equipment Companies or individuals with some capital and experience We refer orders and inquiries and assist you in making sales. Write us today for details and state territory you cover.

SCOFIELD & CO., 144 Nassau Street, New York

Classified Advertisements

AGENTS WANTED

AGENTS AND DEALERS—A quick selling Letter Opener; new. Ask your dealers. No stamps. Send 10 cents for sample. Jacob Revels, Portland, Mich.

AGENTS WANTED—High-class men who can earn big money. Must be of good personal appearance and furnish reference. Our proposition offers an opportunity of a lifetime. Address "BUSINESS," Detroit, Mich.

BOOKS

BOOKS—I. S. C. and A. S. C. sets, scholarships and odd volumes; books on advertising, business methods, and all branches of technical work, new and second-hand. Send your want list. George F. Williams, Box 408, New Orleans, La.

BUSINESS OPPORTUNITIES

TURN YOUR SPARE TIME INTO MONEY—We are manufacturers of patented specialties and with our 10 years' experience in the Mail Order business are in a position to start you on a sound basis. Everything furnished; Large profits, Small investment; Quick returns; No canvassing; $15 to $25 weekly easily made at home; personal assistance, free advertising and new ideas assure your success. Send for positive proof and free booklet "Mail Order Facts." Pease Mfg. Co., 144-148 Broadway, Dept. A8, Buffalo, N. Y.

I WANT FIVE CLIENTS, each in a different line of business, who are contemplating advertising. My selling and advertising plan will be outlined to such prospective clients free of charge, subject to their acceptance. If you are interested in unique and successful selling plans to increase your business, address L. H. M., care of "BUSINESS," Detroit, Mich.

BE INDEPENDENT! Start a mail order business in your own home. We tell you how, and furnish everything needed wholesale. An honorable and profitable business for man or woman. Particulars free. Many make $3,000 a year. Murphy Mfg. Co., South Norwalk, Conn.

FREE SAMPLE goes with first letter. Something new. Every firm wants it. Orders from $1 to $100. Nice pleasant business. Big demand everywhere. Write at once for free sample and particulars. Metallic Sales Co., 414 N. Clark St., Chicago.

IN CONNECTION WITH YOUR CLERICAL WORK WE SHOW YOU how to earn $10 to $15 per week and hold your position besides. No canvassing. We, as manufacturers of patented specialties, have new easy mail order plans that can be carried on in your own home to keep the factories busy. Large profits. Small capital. If you are one of the want-to-go-ahead kind write today for catalogue (copyrighted), plans and sworn statement. J. M. Pease Mfg. Co., 528 Pease Bldg., Michigan St., Buffalo, N. Y.

I HAVE A SPECIAL SERVICE for ten manufacturers who do general advertising which will increase your profits. The outlines of this service cost you nothing to investigate. Address K. E. C., Box 816, Detroit, Mich.

BUSINESS OPPORTUNITIES. Establish yourself in a congenial, well-paying business. We will start you going as our representative. Address, giving three references. F. C. M., care of "BUSINESS," Detroit, Mich.

USE YOUR SPARE TIME to build up a mail order business of your own. We help you start for a share in profits; 27 opportunities. Particulars free. Mutual Opportunities Exchange, Buffalo, N. Y.

I'LL SEND YOU, prepaid, a big set of winning Mail Order Plans on approval; if accepted $3.00 covers total cost, otherwise return; include 7c actual postage. Expert, P. O. Box 1615 B, New York.

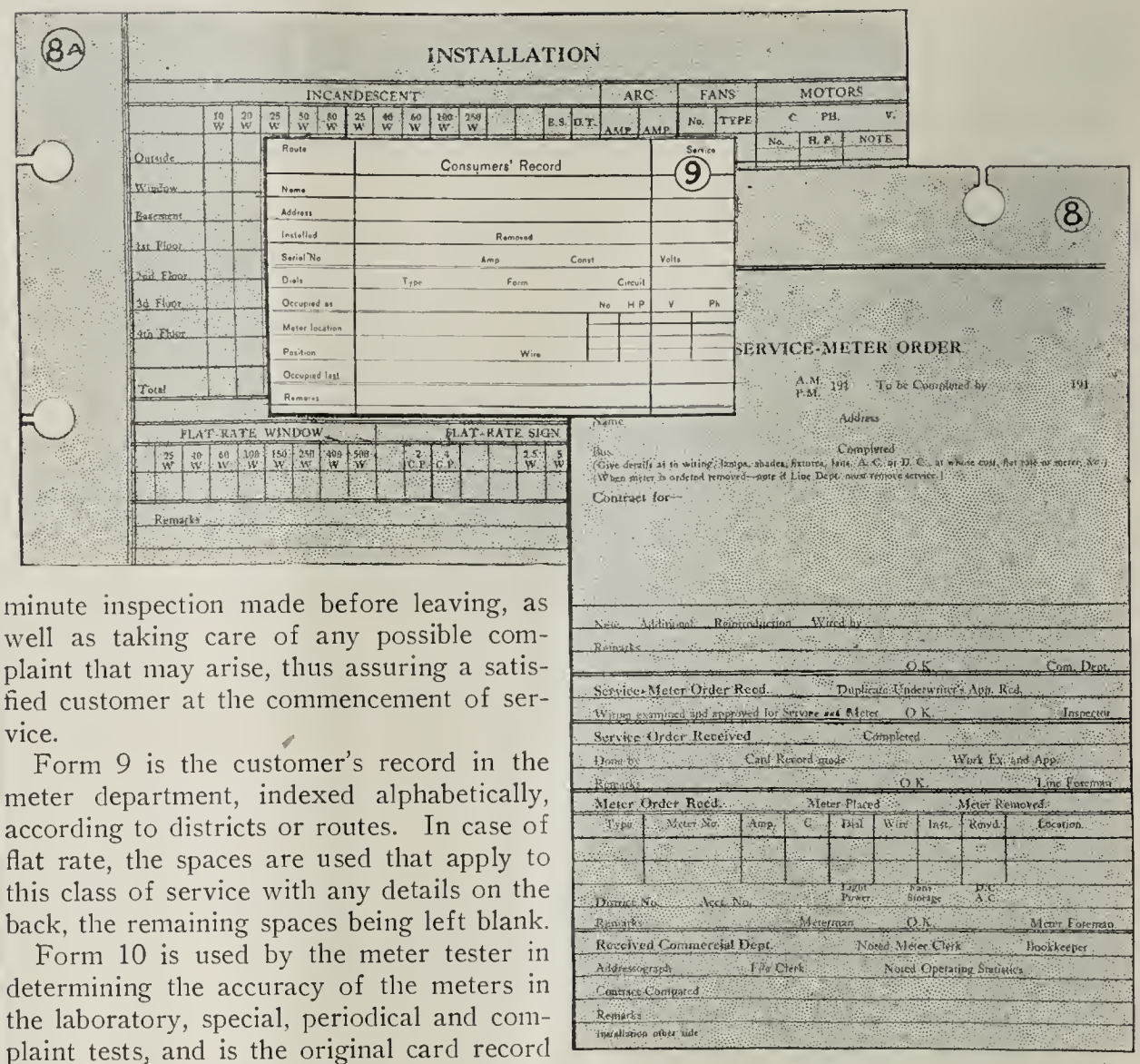
PARTNER WANTED in the manufacturing business. Will require $10,000 investment. Brand new shop and equipment, just ready to start. Knowlton Mfg. Co., Canton, S. D.

FOR SALE—Established Commercial Schools in elegant small city. Bookkeeping instructor with one assistant can handle $800. Easy payment. Value, care "BUSINESS."

WE WANT five capable men with from $250 to $1,500 each to open offices and share profits. Edward Hart, Sec'y, 217 Court Avenue, Des Moines, Iowa.

AN intelligent person may earn $100 monthly corresponding for newspapers. No canvassing. Send for particulars. Press Syndicate, 744 Lockport, N. Y.

I MADE $50,000 in five years with a small mail order business; began with $5. Send for free booklet. Tells how. Heacock, 5228, Lockport, N. Y.



minute inspection made before leaving, as well as taking care of any possible complaint that may arise, thus assuring a satisfied customer at the commencement of service.

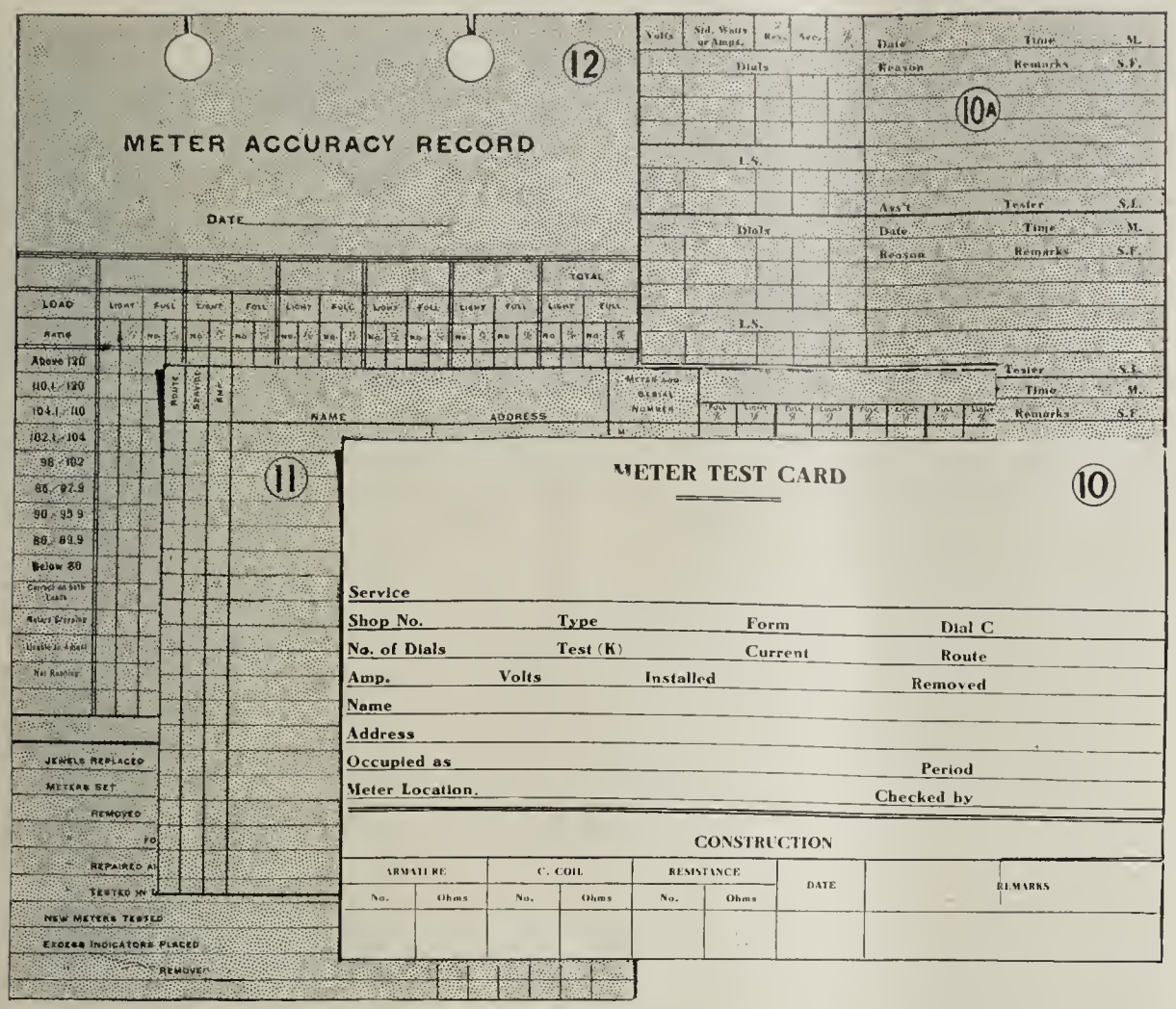
Form 9 is the customer's record in the meter department, indexed alphabetically, according to districts or routes. In case of flat rate, the spaces are used that apply to this class of service with any details on the back, the remaining spaces being left blank.

Form 10 is used by the meter tester in determining the accuracy of the meters in the laboratory, special, periodical and complaint tests, and is the original card record of the meter, indexed under the meter number.

Form 11 is a record of periodical tests. The blank space above "Name and address" being left blank for future dates. This record covers four tests, the meters being so grouped on the cards to allow changing of dates on the card and test without changing the meter data from one card to another on the test date; for example, residence meters, tested every 18 months from a particular date, would be put down on one card and the card placed 18 months in advance, while the large commercial meters, being tested every 3 months, would be put on a separate card and advanced according to time intervening between dates of tests. If a meter is taken out in the meanwhile, the matter is not noted on the periodical test record until due date of test and the meter is then dropped from that card. Likewise, if a special test was ordered a short time before the periodical test, the meter test card would bring this to light and the meter department clerk would use his judgment as to whether or not the meter should be again tested at this time.

Form 12 is a meter accuracy record for determining the percentage of the meters in service "as found." This is a daily report of the meters checked, which is then compiled into a monthly report and sent to the General Manager. The vertical columns represent the various types of meters, enabling this department to note any special feature or discrepancy in any particular type of meter. Where a special recount is desired, a form similar to 8A but of a different color is filled out by the meter or inspection department and sent to the office. Where the meter or inspection department removes or changes a meter that does not require a special work order through the office, Form 8 in a different color is sent through without the printing "Service-Meter-Order," but pen written "Meter Changed," etc., with the reason for such change.

When the contract notice is received by the Accounting Department, the senior meter clerk files the card alphabetically, and when the service meter order is received by him from the meter department, he attaches the card to the work order. The duplicate service meter order is then returned to the sales department, marked O. K. with date of completion. The sales clerk destroys his duplicate copy and files the O. K.'d duplicate which completes his records. An inventory of the unfilled work orders in either the sales or accounting department shows amount of work in progress.



Estimating The Stock Values

Forms That Give an Accurate Check on Department Sales

By H. W. Mann, C. P. A.

IN providing information for monthly statements the systems made use of are frequently so cumbersome, and the final figures so late, that the statement has lost half of its value. Quick results and quick action count for much in these progressive times, and close estimates of departmental progress promptly on the first day of the month, will help materially in making up a profitable budget for the current month, while these estimates may be verified by the actual figures some days later.

A large jobbing house doing a general and manufacturing business, for example, divides its purchases and sales into numerous departments or classifications for the purpose of ascertaining the gross profits, at inventory time, on these departments. It is desired, however, to ascertain the monthly fluctuation of stock and keep the department managers advised of the progress in sales. Without going into details of the method, the purchases and sales are separated by departments as a monthly total. In the general ledger two merchandise accounts are kept, one for purchases and other debits, the other for sales and sundry credits. Each account has as many columns as there are departments. This scheme may be also carried out for all other items constituting the "Trading Accounts."

Subsidiary to the general books, but in no way a part of the bookkeeping system, is a "Department ledger" ruled and headed as in the illustration. The items can be promptly filled in from the general books, except for "Bought of Departments" and "Sold to Departments" which show the totals of requisitions from one department to another during the month. In making up the estimate of stock on hand, a percentage of profit on the net sales is figured, as determined from past records, which amount is deducted from sales, giving the cost of the sales; then to

Classified Advertisements

(Continued)

COINS AND STAMPS

$7.75 PAID FOR RARE DATE 1853 QUARTERS, $20 for a $½. Keep all money dated before 1884, and send 10 cents at once for our new illustrated Coin Value Book, size 4x7. It may mean your fortune. C. F. Clarke & Co., Coin Dealers, Dept. 6, Le Roy, N. Y.

$3.00 PAID for the rare cent of 1856. $25.00 for the rare silver dollar of 1858. Keep money dated before 1890 and send 10 cents for new coin value book. A. H. Kraus, 240 Kraus Bldg., Milwaukee, Wis.

COLLECTIONS

CASH FOR OLD ACCOUNTS comes surely, quickly, by using our easy collection system. For business men, credit men, lawyers, collectors, etc. Send for free book "Skilful Collecting," National Collectors' Ass'n, 382 Park Place, Newark, Ohio.

CORRESPONDENCE INSTRUCTION

PARAGON SHORTHAND. Learned in one week. Valuable invention by expert stenographer—not by mere theorist. Writers in government employ. Speed capacity beyond reach of the hand. A. Lichtentag, 300 Camp, New Orleans, La.

DESIGNING & ENGRAVING

DESIGNERS AND ENGRAVERS in one or more colors for Catalogues, Advertising displays, Hangers, Booklets, Postal Cards or other Commercial needs. Gatchel & Manning, (Est. 1889), Philadelphia, Pa.

FOR SALE

FOR SALE—Cheap; Belknap Rapid Addressing Machine, complete with motor and stand; 2 side cabinets, 12 metal boxes, 2,000 new stencils, ink, etc. Cost $185.00 less than a year ago. Owing to change in office system will sell cheap. Make us an offer. J. M. Pitkin & Co., Newark, N. Y.

HIGH GRADE HELP

EARN $10 to $15 A WEEK AND HOLD YOUR POSITION BESIDES. No canvassing. We, as manufacturers of patented just-in-season specialties, have new, easy mail order plans to keep factories busy. We furnish everything. Large profits. Small capital. Experience unnecessary. If you are one of the want to go ahead kind, write for our modern (copyrighted) plans. Sworn statement. J. M. Pease Mfg. Co., 567 Pease Bldg., Michigan St., Buffalo, N. Y.

WANTED—High grade representatives to devote either full or spare time introducing our Monthly Business Report to business men. Excellent side line, pleasant, profitable, dignified. Your age makes no difference. No obligation will attach to your request for free explanation of our proposition. Give your present occupation, also reference. Address "BUSINESS," Journal Bldg., Detroit, Mich.

FREE ILLUSTRATED BOOK tells about over 360,000 protected positions in U. S. service. More than 40,000 vacancies every year. There is a big chance here for you, sure and generous pay, lifetime employment. Easy to get. Just ask for booklet A3. No obligation. Earl Hopkins, Washington, D. C.

WE WANT live representatives in every state and territory. Excellent sale and commission proposition given live salesmen. Write us immediately for full information. Sales Department, "BUSINESS," Detroit, Mich.

I WILL START YOU earning $4 daily at home in spare time silvering mirrors; no capital; free instructive booklet, giving plans of operation. G. F. Redmond, Dept. AD, Boston, Mass.

MAGAZINES

TWO MAGAZINES FOR THE PRICE OF ONE. Take advantage of our summer offers. Catalogue free. Norwalk Subscription Agency, Norwalk, Conn.

MAILING LISTS

MAILING LISTS OF NEW YORK STATE FARMERS. Send for information regarding our lists and methods of compiling the same. Our names are live and correct. Clarence E. Hewitt, Fulton, N. Y.

Classified Advertisements

(Continued)

MOTION PICTURE SCHOOLS

MOTION PICTURE PLAYS WANTED. You can write them. We teach you by mail. No experience needed. Big demand, good pay. Details free. Associated Motion Picture Schools, 684 Sheridan Rd., Chicago.

PRINTING SPECIALTIES

PRINTING SPECIALS—Prepaid: 1000 3x6 slips, $1; 1000 imitation typewritten letters, $3.25; 1000 6x9 circulars, $1.75; 1000 white envelopes, $2. Best stock. Send for prices. B. K. Miller Co., Box 254, Muskegon, Mich.

PATENT ATTORNEY

PATENT YOUR IDEAS—$9,000 offered for certain inventions. Book "How to Obtain a Patent" and "What to Invent" sent free. Send rough sketch for free report as to patentability. Patents obtained or fee returned. We advertise your patent for sale at our expense. Established 16 years. Address Chandlee & Chandlee, Patent Attys., 1022 F St., Washington, D. C.

C. L. PARKER, PATENT ATTORNEY, 992 G St., Washington, D. C. Inventors' Handbook, "Protecting, Exploiting and Selling Inventions," sent free upon request.

SALESMEN WANTED

ACCOUNTANTS AND BOOKKEEPERS desiring to increase income and secure profitable connection introducing and installing Loose Leaf Systems and following up inquiries locally. Men of any locality can make from $25.00 to $100.00 weekly. Send for Special Proposition to Salesmen. Sheppard Co., 82-86 Fulton St., New York.

EARN THOUSANDS YEARLY as master salesman. Our great 20 lesson, 1500 page, scientific Salesmanship course at $5, by 127 star salesmen and salesmanagers, teaches thoroughly. Lesson 10c. "Health Wealth" Schools, 81 Bennington, Lawrence, Mass.

WANTED—Salesmen. Different sections country, all or part time, selling hardware, paint, oil and mill trades. Commission or salary. Good salesmen average $100.00 week. The Alcatraz Company, Richmond, Va.

WANTED immediately six salesmen to represent us in different states. Exclusive territorial rights given. Write giving references. Address M. G. C., care of "BUSINESS," Detroit, Mich.

TYPEWRITERS

LARGEST STOCK of typewriters in America. All makes. Underwoods, L. C. Smiths, Remingtons, etc., ¼ to ½ Mfrs. prices (many less)—rented anywhere—apply rent on price. First class machines—rent one and judge on these most liberal terms. Write for catalog W. Typewriter Emporium, 34-36 W. Lake St., Chicago.

SLIGHTLY USED AND REBUILT TYPEWRITERS. All makes. Every part guaranteed. Free trial anywhere. Less than half original prices. Cash or payments. For price list No. 14, write W. A. Whitehead, 183 N. La Salle St., Chicago.

WRITERS

I AGREE to find a publisher for every manuscript that I deem worthy of publication. Manuscripts are critically read and revised by me, typed and otherwise properly prepared for publication under my supervision by experts. A limited class in story-writing. Modeste Hannis Jordan, 615 W. 136th St., New York City. Send 10 cts. for Writers' Leaflet of Instruction.

UNCLE SAM is BEST Employer:

pay is high and sure; hours short; places permanent; promotions regular; vacations with pay; thousands of vacancies every month; all kinds of pleasant work everywhere; no lay-offs; no pull needed; common education sufficient. Special money back guarantee if you write today for booklet D 876. IT IS FREE.

EARL HOPKINS, WASHINGTON, D.C.

GET A BETTER PLACE

An Excellent Opportunity

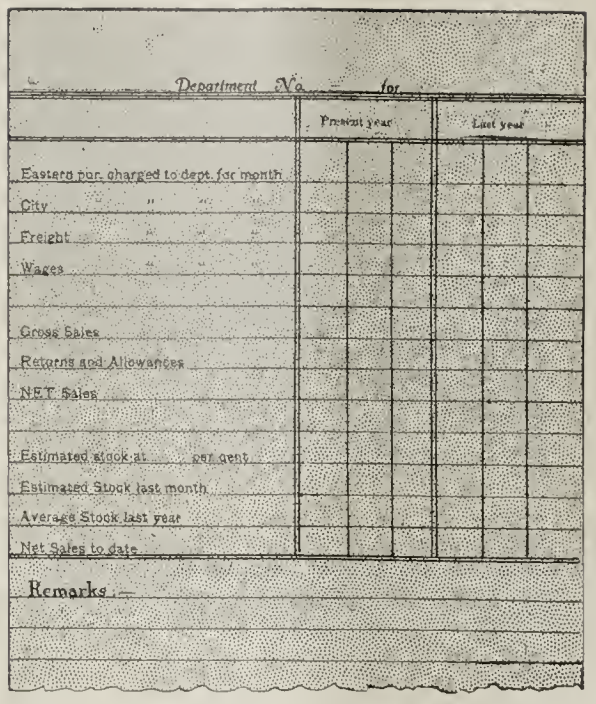
Are You Ready to Grasp It?

We have erected a modern, sanitary Abattoir with Reduction Plant in connection and equipped with all the latest and modern appliances. Now ready to operate. Organization now being planned with capital of $100,000.

IT IS A SAFE INVESTMENT

It will be worth your while to write for further information to

CHAS. KNAPP SANDUSKY, OHIO



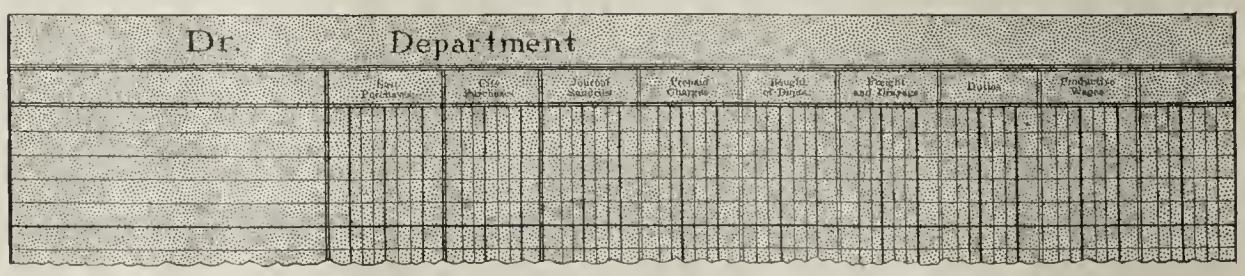
the inventory or estimated stock on the first of the month, add all items of debits and deduct the cost of the sales including all items on the credit side and the result will be the stock at the present time. The main advantage of departmental monthly statements for a going concern is a matter of comparison showing the fluctuation of purchases, sales and stock and for all practical purposes it seems unnecessary that these results should be delayed by a cumbersome cost system in order to get exactly accurate figures.

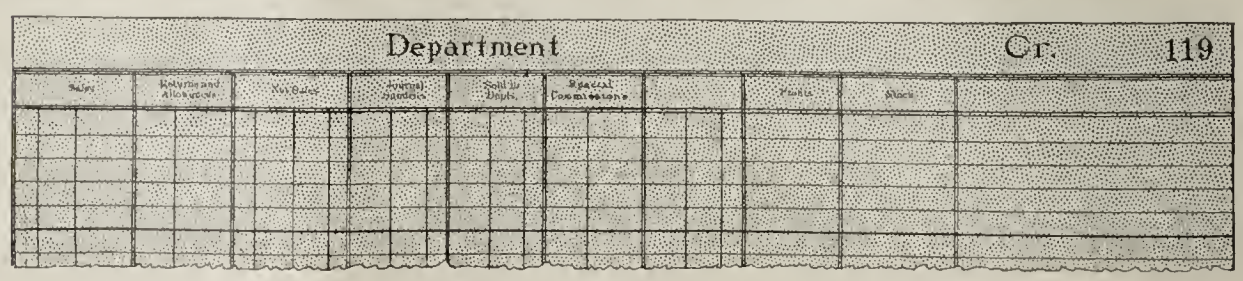
That the department men may know their progress, a statement is made for them by the first of the month—showing a comparison with previous year, and though it does not go into details, it is a guide and an incentive to produce better results. It keeps them informed of their total purchases for the month, the gross sales, returns, and net sales as well as the total accumulative net sales and the fluctuation of the stock. The original records are kept in such a manner as to give them detailed information if desired. These statements are analyzed as a group for the management, showing the cumulative and comparative sales with the increase or decrease by departments, also showing the stock for the current month, the last month and the corresponding month of previous year.

With these charts before him, the manager can decide what departments are weak in sales or heavy in stocks, or are having too many returned goods, in comparison with business done, and write a warning or encouraging note on the statement before passing it to the department. It is also a good practice to note on the statement for each department the amount of purchases and sales for the succeeding month last year, and from this the department men have a pretty good guess as to how much they will purchase and sell for the current month this year. With this information the financial management is also greatly assisted in estimating the monthly budget.

It is not claimed that this is a correct form or is a part of the accounting system, but it does answer all practical purposes in at least one large department store, giving valuable information quickly and inexpensively.

In figuring the stocks, a conservative percentage is determined on for the year; if a department's record for several years shows an average per cent gross profit of twenty, then figuring eighteen or nineteen per cent throughout the year would make a safe comparison. Naturally, there are strong fluctuations of profits in different seasons of the year and on account of certain conditions, but this need make no difference for all practical purposes. The object of a comparative statement is not only to present a comparison of the actual results, but to present them at such time as will enable the management to be intelligently guided in planning the future course of the concern.







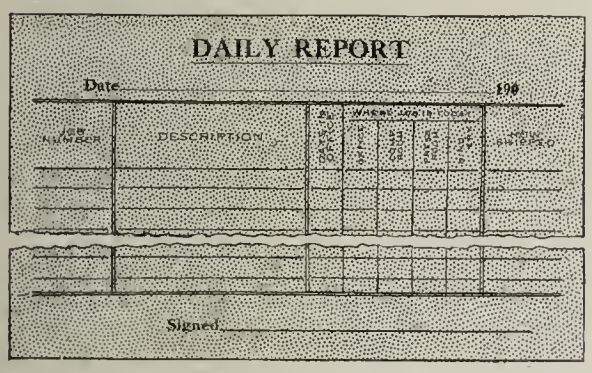
WAYS AND MEANS

Practical Methods for Improving Business Routine—Short Cuts That Save Time and Effort, Lessen Costs and Multiply Profits

Keeping Tab On Work In Hand

IN A BUSINESS that handles a large number of jobs that have to pass through various processes, a system needs to be used for keeping tab on each job from the time it enters the shop as an order until it is shipped out to the customer. A printer in an Indiana city uses a simple daily report form that enables him to know at any time exactly in what part of the shop each job is, and also serves as proof of delivery.

A separate "Daily Report" is used for each order. When the order is received it is given a job number and this job number is entered on the daily report together with a description of the work to be done. At


DAILY REPORT

Date _____ 190

JOB NUMBER	DESCRIPTION	WHERE JOB IS					TOTAL SHIPPED

Signed _____

the end of each day the foremen of the various departments send a report to the office stating exactly what jobs were received in their department during the day, what work was done, and what jobs were passed to the next department. The first thing each morning the office enters this information on the daily report of each job. When the job is ready for shipment its daily report is sent to the shipping clerk, who enters up the "How shipped" column and signs his name at the bottom. He then returns the daily report to the office, where it is filed together with the original order.

A Plan That Is Better Than Blanketing

WHILE IT is no uncommon thing for the owner of an automobile to ask insurance "across the board"—this being the colloquial equivalent to "against every possible risk"—yet the average business man prefers to assume considerable of the risk himself. Commonly, in order to protect at all points, a blanket policy, where possible, is resorted to. A Chicago insurance broker trains his clients to use another and better method. He says:

"I have a client who, at 4:30 every afternoon, calls up my office and notifies me of any increase or decrease in stock or of any changes in business that may affect insurance. As his stock is constantly increasing and decreasing and he does not wish to run the risk of over-insurance or under-insurance he simply leaves it to the good judgment of the agent as to how much and what kinds of insurance he shall carry. In this way he knows that in case of any loss which insurance can cover, he is covered. He also knows that he is not paying for any insurance that would, through his error or any technicality, be refused him in case he had a loss

DON'T
Ask BUSINESS *for*
Mailing Lists
"That's Our Business"

Ask for our "Silent Salesman No. 54 for 1912." **It's Free** and contains over 2000 different mailing lists. For instance.

109	Aeroplane Mfrs.	$ 2.50
107	Aviation Supply Dealers	2.50
556	Auto Manufacturers, Strictly	3.00
6,337	Auto Garages	15.00
11,610	Auto Dealers and Agents	20.00
4,525	Auto Repairs	10.00
2,749	Auto Supplies	7.50
166	Auto Supplies, Whol.	2.00
63	Auto Jobbers	1.00
521	Auto Tool Mfrs. and Dealers	4.00
227	Auto and Buggy Top Mfrs.	2.00
472,000	Auto Owners, Per M	2.00
123	Auto Tire Mfrs.	1.50
267	Auto Truck Mfrs.	2.00
384	Advertising Agencies	4.00
514	Mfs. and Jobbers Adverting Novelties	3.00
50,000	Agents, Books, etc., Per M	4.00
50,000	Agents and Canvassers, Per M	4.00
733	Amusement Parks	5.00
3,750	Department Stores	5.00
2,205,303	Farmers, Per M	2.50
1,976	Five and Ten Cent Stores	5.00
6,913	Five and Ten Cent Theatres	20.00

ASK FOR ANY OTHER LIST YOU WANT

Trade Circular Addressing Co.
168 WEST ADAMS STREET, CHICAGO
Established 1880

DESIGNING
ENGRAVING
ILLUSTRATING
SPEEDY WORK GUARANTEED
WE SET THE PACE OTHERS FOLLOW



SPRUNK ENGRAVING CO.
JOURNAL BUILDING
TELEPHONE M.1491
DETROIT, MICH.

Get this Catalog
Catalog AMERICAN WRITING MACHINE COMPANY
Save $50 on your next Typewriter

Get it before buying your next typewriter and learn how slightly used machines of standard makes are made into the nearest-to-new typewriters on the market. Also how you can save 25% to 75% on regular prices, and get a typewriter with a guarantee as strong as the original maker's.

FACTORY REBUILT TYPEWRITERS

are thoroughly rebuilt by skilled workmen in the largest rebuilt typewriter plant in the world. They are highly polished, japanned and nickeled—perfect in appearance, and serviceable and efficient in every way

This "Trade Mark" fully guarantees against defect in workmanship or material.

Be sure to get the catalogue and address of nearest branch store.

American Writing Machine Co., Inc.
345-347 Broadway, New York

A LETTER from an Investor

"D. Arthur Bowman & Co.,
St. Louis, Mo.

Gentlemen:—

How may I invest $5,000 with safety, a reasonable income of not less than 5% and the knowledge that I may AT ANY TIME dispose of my bonds without inconvenience or serious loss?

I have been very much pleased with the S---------- &---------5s of------which I purchased from you several years ago and I NOW realize that there is NOTHING LIKE A GOOD BOND."

We have answered the query of the above investor and the problem of hundreds of others who must at all times have

Security
Income
Possibility of Increasing Value
Marketability

in our July circular, which we are now distributing, together with a second edition of the famous booklet "The Trend of Investment."

It shows how ANYONE with a small or large amount of funds may place them in the same character of securities as are purchased by Insurance and other Financial Institutions, with equal safety and profit.

You incur neither expense nor obligation in requesting a copy of this. We shall be glad to send it to you.

We sell bonds by mail all over the civilized world.

D. Arthur Bowman & Co.
630 Third National Bank Building
ST. LOUIS, MO.

Form 400-10M-9-11

Daily Tonnage Report

SALES OFFICE _____ DATE _____

ORDERS RECEIVED		SHIPMENTS INVOICED	
Cement Plaster		Cement Plaster	
Wood Fiber Plaster		Wood Fiber Plaster	
U. S. G. Bond Plaster		U. S. G. Bond Plaster	
Finish Plaster		Finish Plaster	
Moulding Plaster		Moulding Plaster	
Stucco		Stucco	
Land Plaster		Land Plaster	
Rock		Rock	
Adamant Base Coats		Adamant Base Coats	
Sanded Wood Fiber Base Coats		Sanded Wood Fiber Base Coats	
Other Sanded Base Coats		Other Sanded Base Coats	
Adamant Trowel Finishes		Adamant Trowel Finishes	
Plaster Board Nails		Plaster Board Nails	
Gypsolite Clips		Gypsolite Clips	
Miscellaneous		Miscellaneous	
TOTAL FOR DAY		TOTAL FOR DAY	
TOTAL FOR MONTH TO DATE		TOTAL FOR MONTH TO DATE	

Keeping Track of Branch Office Sales

TO KEEP in intimate touch with the business transacted by each of its numerous branch offices, a large concern in the middle west requires each office to report daily its sales by the use of a "Daily Tonnage Report." This blank lists all the products of the company; all that it is necessary for each branch to do is to accumulate the totals of its sales of each product, at the end of each day's business, enter the totals on the blank, and mail it to head office. From the blank the head office can obtain the total orders received for the day, and a cumulative total for the month up to the date of the report. For instance, on the first day of the month the "Total for Day" and "Total for Month to Date" would be the same figure; on the second day the report would show the total tonnage for that day opposite "Total for Day," and the total tonnage of the two days combined opposite "Total Tonnage for Month to Date," and so on throughout the month.

Apart from enabling the general statistical department to keep practically up to date with its sales records, this report furnishes information that enables the company to operate its various mills to the fullest advantage. The report shows at once any unusually heavy consumption of a particular brand in a certain locality, and the output of that brand can be regulated at the nearest mill to meet that demand.

On the contrary, if the sales of certain products fall below normal, special investigation of the reason therefor can be instituted, or the output decreased and others increased at the option of the sales manager.

Thus, through the medium of its Daily Tonnage Reports from the various branches to the general sales manager he can keep his finger on the pulse of the business throughout the country.

Making The Caller Feel At Ease

THE IMPORTANCE of keeping office callers in a happy frame of mind is recognized by many concerns. For when a man will go to the trouble of calling on a concern—no matter what his mission—he is at least entitled to some consideration.

A cement concern in whose waiting room can always be found a number of contractors who use the firm's product in their work, has installed a set of "Wit and Humor" for the use of callers. There is nothing more disconcerting to an office caller than to be kept waiting in an empty room and to be compelled to stare at strangers as a means of divertisement. A study of the faces of callers at this office showed that the books were appreciated. A man's face will at first show disappointment when told that the person he wishes to see is busy. But the expression of disappointment soon changes to a smile when he sees the books and reads their titles. A good book of light reading will make pleasant waiting moments that otherwise might be irksome.

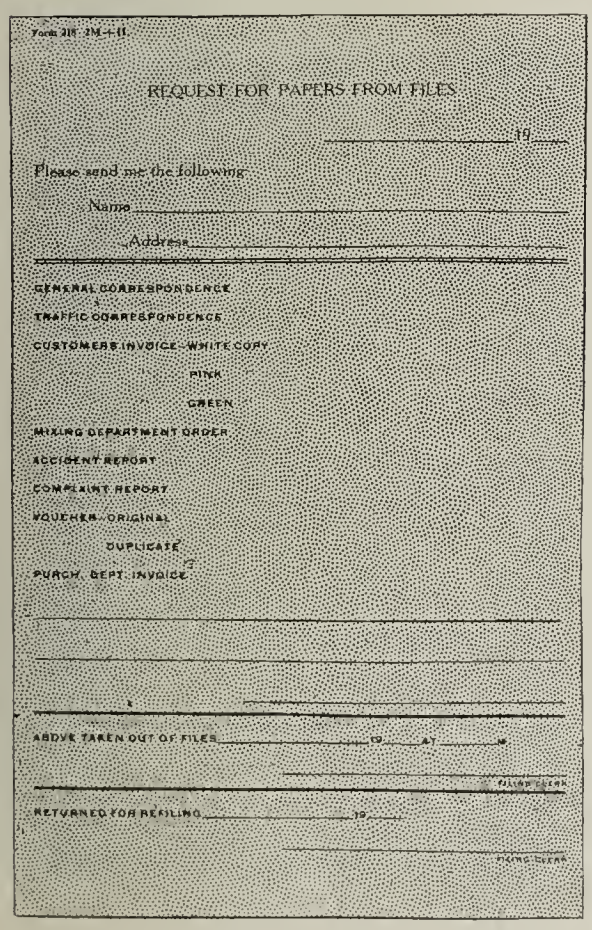
In an eastern city a tobacco concern maintains a luxurious waiting room with easy lounges and cozy chairs. Complete files of current magazines and newspapers are maintained; also writing desks equipped with the firm's stationery. The moment the caller is seated he is approached by a

colored attendant in uniform who tenders to him a silver tray on which are samples of the concern's various products. Thus the caller is not only made to feel at ease, but he is induced to sample the firm's goods.

Around the walls of the waiting room of a manufacturing concern in Ohio are a series of rows of shelves laden with publications of all kinds—foreign as well as domestic. The shelves are divided into compartments. At the top of each compartment is a printed card reading, "We advertise in these publications," and at the bottom of the compartment appears the name of the publication. Two impressions are thus made on the mind of the caller: He appreciates the concern's courtesy in placing the publications at his disposal, and he is forced to realize the tremendous operations of the concern as expressed by the volume of publications that carry its advertisements.

Preventing 'Lost Correspondence

A FILING system that only cares for correspondence until it reaches the files is faulty, for the possibility of persons removing correspondence from files and misplacing it has to be considered. A manufacturing concern overcomes this difficulty by giving one clerk entire charge of the files. This clerk is supplied with "Correspondence Request" blanks. When a person requires any correspondence from the files, he fills out one of the blanks in duplicate calling for the papers he needs, and signs his name and


Form 218 2M-4-11.

REQUEST FOR PAPERS FROM FILES

_____ 19____

Please send me the following

Name _____

Address _____

GENERAL CORRESPONDENCE

TRAFFIC CORRESPONDENCE

CUSTOMERS INVOICE WHITE COPY

PINK

GREEN

MIXING DEPARTMENT ORDER

ACCIDENT REPORT

COMPLAINT REPORT

VOUCHER ORIGINAL

DUPLICATE

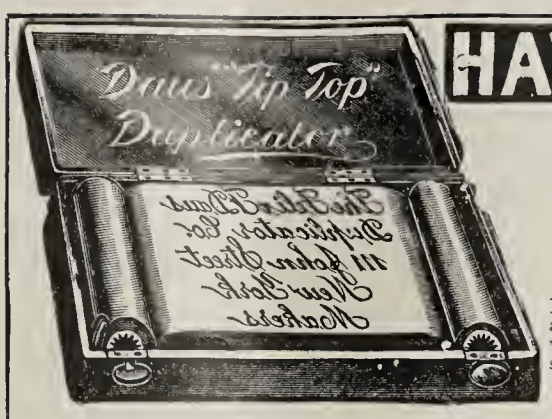
PURCH. DEPT. INVOICE

ABOVE TAKEN OUT OF FILES _____ 19____ AT _____ M.

FILING CLERK

RETURNED FOR REFILING _____ 19____

FILING CLERK



HAVE YOU GOT ONE

We mean a DAUS IMPROVED TIP TOP DUPLICATOR that ideal assistant, always ready, when you want to quickly make clean, clear, perfect duplicates of manuscript, form letters, reports, etc.

100 Copies from pen-written and 50 copies from typewritten original.

Complete Duplicator, cap size, with our new **"Dausco"** Oiled Parchment Back negative roll. Price, **$7.50,** less special discount of 33⅓ per cent, net..... **$5**

But we don't want your money until you are satisfied that our machine is all right, so if you are interested just write us to send it on

TEN DAYS' TRIAL WITHOUT DEPOSIT

That's fair enough, isn't it? Then send today.
Circular of larger sizes upon request.

FELIX B. DAUS DUPLICATOR CO., Daus Bldg., 111 John Street, NEW YORK

The BARRIER



The Trained Man Never Waits

THE *man who is trained is sure of an interview. He doesn't have to* ***wait*** *to get into the Manager's Office. The door is no barrier to his progress.*

AND *so it will be with* ***YOU*** *if you are fully prepared to fill the big jobs offered; and, further, they would be offered more often if you were trained.*

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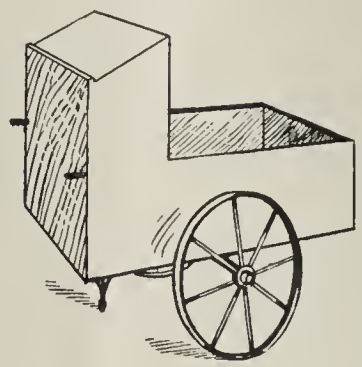
department. The filing clerk handles the matter in this way: On removing the papers from the file he puts the carbon of the request in their place and keeps the original request on his desk. Thus, should anyone else require the same papers while the first individual has them in his possession, the duplicate request blank will immediately show what they are and who has them.

The first thing each morning the filing clerk checks over the original blanks on his desk and if the correspondence has been out of file for an undue length of time he immediately asks the person who has it for its return.

This system saves the annoying searches for missing correspondence that takes place in every office where such a method is not in vogue.

A Desk-Wagon Which Aids Efficiency

ONE OF the large hardware jobbing houses of the Northwest uses a device for lessening labor and adding to efficiency which may be adopted by any business where considerable checking and shipping is done. As shown in the accompanying drawing, this device consists of a desk or table attachment combined with an ordinary push cart. As the checker or collector goes through the stock rooms, his assistant loads the order while he calls and checks it. Formerly it was necessary for the checker to carry his book, checking from it as he held it, but it is found that fully one-half the time of filling orders is saved by having the necessary records kept about the "desk" attached to the pick-up wagon.



Cutting Down the Work of Inquiry

EXPERIENCED mail-order men fully realize how important it is to "make it easy for the prospect to answer." One advertiser signs his return postal on the typewriter, with the prospect's name, so that all it is necessary for him to do to get further information is to drop the signed postal in the box. Another modification of this method is the post card which is inserted in a slot in a folder in such a way that the typewritten inscription acts as an address for the outgoing communication and a signature for the return post card. This saves one-half the cost of addressing. Still another scheme which proved very successful in interesting prospects for life insurance from a list of business men employed a letter, reading in part as follows:

> *Dear Sir:—*
> *We are reserving a useful vest pocket memorandum book for you under the number registered on the enclosed card, and will mail it to you, free of expense, immediately upon receipt of completed card.*
>
> .....*Life Ins. Co.*

Accompanying this letter is a postal card addressed to the company bearing a number which designates the name of the recipient, at the company's offices. The prospect is asked for his date of birth and also if he desires particulars of a new policy having several liberal provisions never before incorporated in a life insurance policy. The fact that this method secured an unparalleled number of replies shows that the "number" method of designating the prospect caught the public fancy.

Saving The Waste in a Store

ONE OF Chicago's big department stores makes it a practice to save all of the excelsior in which the merchandise is packed which comes to their store. This excelsior is stored away in their packing rooms and is used to good advantage in packing goods for shipment to their customers. This method provides practically all of the packing material which is required for use in the shipping room of this establishment. The packing cases, boxes and barrels are used to good advantage in the same way. In clearing up the store every night, there is a great quantity of waste paper, string and scraps of cloth. This material is all taken to the basement, where it is made up into bales by means of baling presses. In this compact form, it is sent to paper mills, where it is sorted out and utilized for the manufacture of different grades of paper. An average of 25 cents a pound is received for this waste.

Another store that hires a large number of additional clerks for the holiday season finds that the extra help wastes a great quantity of packing material, as well as packs loosely, making a big breakage loss. To check this waste a special inspector is placed on duty to see that the goods are wrapped properly. He gives special instructions not only as to how to save material but how to economize time. By this method this store has cut its December paper and twine bill about forty per cent, while breakages have been reduced at least fifty per cent.

C.P.A. QUESTIONS and ANSWERS

By R. J. Bennett, C. P. A.

Pennsylvania Examination, November, 1911

THE following is a financial statement of the Homestead Land Company on commencement of business, January 1, 1908:

ASSETS.

Land	$500,000
Cash	70,000
Discount on Bonds	5,000
Total	$575,000

LIABILITIES.

Capital Stock		$100,000
Bonds Authorized	$500,000	
Less not Sold	25,000	
		475,000
Total		$575,000

The land shown represents 10,000 acres, which were acquired at the rate of $50 per acre. The bonds issued by the company are dated January 1, 1908, maturing January 1, 1928, and bear interest at 5% per annum, payable July and January 1st. Under these bonds the company is required to pay into the hands of the trustee, as a sinking fund for their redemption, the sum of $50 for each acre of land for which the company has received full payment and conveyed title. (Note that the company has complied with this requirement during the year and the trustee has advised, at December 31, 1908, that he had in his possession the sum of $153,500, of which sum $3,500 represented interest on the funds in his hands.)

The object of the company is to divide its property into 10-acre plots, which it sells at the rate of $75 per acre when paid for in cash, or $100 per acre when the plots are sold on the instalment payment plan. This latter plan provides for the payment of $20 per acre in cash at the date of purchase, and the balance to be covered by four notes of equal amounts, maturing one, two, three and four years after the date of purchase. The first two notes not bearing interest, but the latter two to bear interest at the rate of 5% per annum. During the year ended December 31, 1908, 300 plots were sold for cash and title conveyed to the various purchasers, also during the same year 300 plots were sold on the instalment plan as outlined in the foregoing.

Expenses not subject to inference from the foregoing:

Administration	$2,500
Salaries	5,000
Advertising	5,000
Taxes accrued, not paid	2,500

Prepare a Balance Sheet at December 31, 1908, and a Profit and Loss Account for the year ended on that date.

Points in the question:

Homestead Land Company.
Financial Statement as on January 1, 1908, is given:
Capital Stock $100,000, all paid for.
Bonds outstanding, $475,000.
Land cost, $50 per acre; total 10,000 acres cost $500,000.
Bond issue dated January 1, 1908; due in 20 years.
Interest payable January and July, 5%.
Sinking fund required. $50 for each acre sold and paid for.
Property divided into 10-acre lots.
Terms: $75 per acre cash down,
$100 per acre on the instalment plan of
$20 cash down per acre.
Balance four notes equal amount due in one, two, three and four years.
First two notes do not draw interest.
Latter two notes draw interest at 5%.

During year 1908, 300 plots sold for cash and titles given.
During year 1908, 300 plots sold on commission plan.
Trustee advises having $153,500 in sinking fund December 31, 1908, of which $3,500 is interest on sinking fund.
Expenses for year as given, $15,000, only $12,500 paid.
Bond interest must be considered.
Loading expenses must be considered also.
Do not consider interest on treasury bonds.
Allow for Internal Revenue tax.
Consider deferred land sales.

Required—1. Balance Sheet at December 31, 1908.
2. Profit and Loss Account same date.

Journal Entries

(Showing steps in solution)

January 1, 1908

1.	Cash	$100,000	
	To Capital Stock		$100,000
	For entire issue of capital stock, full paid.		
2.	Cash	$470,000	
	Discount on Bonds	5,000	
	Treasury Bonds	25,000	
	To Bonds		$500,000
	For issue of bonds and sale of $475,000 at a discount of $5,000.		
3.	Land	$500,000	
	To Cash		$500,000
	Purchase of 10,000 acres at $50 per acre, divided into 10-acre plots.		

July 1, 1908

4.	Bond Interest	$11,875	
	To Cash		$11,875
	Six months' interest on outstanding bonds. Treasury bonds coupons are not paid.		
5.	Cash	$225,000	
	To Land Sales		$225,000
	For sale of 300 plots of 10 acres each at $75 per acre, during year. Titles have been conveyed to purchasers.		

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6. Customers $300,000
   To Land Sales..... $300,000
   For sale of 300 10-acre plots during year at $100 per acre. Terms, $20 per acre, cash down; balance in instalments as set forth below.

7. Cash .....$ 60,000
   To Customers ..... $ 60,000
   For payment down of $20 per acre on 3,000 acres, per agreement.

8. Instalment Notes $240,000
   To Customers $240,000
   For balance of purchase money on 3,000 acres, being $80 per acre:
   300 notes of $200 each due in one year without interest..$ 60,000
   300 notes of $200 each due in two years without interest. 60,000
   300 notes of $200 each due in three years with 5% interest 60,000
   300 notes of $200 each due in four years with 5% interest 60,000
   Total instalment notes.....$240,000

9. Administration Expenses ....$ 2,500
   Salaries 5,000
   Advertising 5,000
   To Cash ..... $ 12,500
   For expenses paid during year.

10. Sinking Fund Trustee.....$150,000
    To Cash $150,000
    For 3,000 instalments of $50 each per agreement for redemption of bonds, being $50 per acre on all land sold and title conveyed to purchasers.

December 31, 1908

11. Sinking Fund Trustee.....$ 3,500
    To Income ..... $ 3,500
    For interest accumulations of sinking fund in hands of trustee, per advice.

12. Bond Interest .....$ 11,875
    To Bond Interest Payable. $ 11,875
    For interest on bonds, accrued and due January 1, 1909.

13. Bond Redempt'n Reserve Fd.$ 30,000
    To Cash ..... $ 30,000
    Being 50% of cash collections on account of instalment sales.

14. Land Account .....$ 2,500
    To Accrued Taxes Payable $ 2,500
    For taxes accrued but not paid, on unsold land.

15. Profit and Loss.....$108,900
    To deferred Profit on Land Sales $108,900
    For profits on deferred payment sales, per land analysis account.

16. Profit and Loss.....$ 868.50
    To Inter. Rev. Tax Payable $ 868.50
    For 1% on $86,850 ($200,750 — 108,900) after allowing deduction of $5,000 of profits, per law.

NOTE:—Closing entries are omitted.

HOMESTEAD LAND COMPANY

Balance Sheet, December 31, 1908

ASSETS.

Land Plots, 4,000 acres:
400 Plots of 10 acres each, cost..$200,000
Add Carrying Charges..$13,500
Add Taxes Accrued..... 2,500
$ 16,000
Total land value (See Land a|c) $216,000
Treasury Bonds 25,000
Instalment Notes 240,000
Accrued interest on above..... nil
Sinking Fund Trustee..... 153,500
Bond Redemption Reserve Fund, being 50% of collections on instalment sales. 30,000
Cash on hand 150,625
Total Assets $815,125

LIABILITIES.

Bonds Authorized $500,000.00
Bond Interest Accrued..... 11,875.00
Taxes Accrued, Unpaid..... 2,500.00
Internal Rev. Tax, Payable. 868.50
Total Liabilities $515,243.50
Deferred Profits on Land Sales..... 108,900.00
Capital Stock $100,000.00
Undivided Profits 90,981.50
190,981.50
Total $815,125.00

NOTE:—See Land Analysis Account for analysis of deferred profits on time sales.

HOMESTEAD LAND COMPANY

Profit and Loss Account
For Year Ended December 31, 1908

CREDITS

Sales of Land:
3000 acres at $75 cash down.....$225,000.00
3000 acres at $100 instalment plan... 300,000.00
Total Sales of Land.....$525,000.00
Income from Sinking Fund interest. 3,500.00
Interest accrued on instalment notes. nil
Total Income $528,500.00

OPERATING COSTS

Cost of Land Sales:
6000 acres at $50, first cost.$300,000.00
Carrying Charges added:
Bond discounts..$ 5,000.00
Bond interest.... 23,750.00
Advertising 5,000.00
Total $33,750.00
Less 40% carried to Land Account .. 13,500.00
20,250.00
Total cost of sales.....$320,250.00
Administration Expenses ... 2,500.00
Salaries 5,000.00
Total Operating Costs.... 327,750.00
Net Operating Profit for Year.....$200,750.00
Deduct as follows:
Profits on Deferred Land Sales (See Land a/c)....$108,900.00
Internal Revenue Tax (1% of $86,850) 868.50
109,768.50
Balance, Net Profit for Year.....$ 90,981.50

NOTE:—It would be correct to take credit for accrued interest on instalment notes, but in this case the dates and amounts could only be assumed.

Comments on the Question and Solution

THE time limit on this question was about two hours, this being ample and fair to the candidates. At first reading one does not discover the many interesting points contained therein, but a closer study of the requirements and the points touched upon brings out the more interesting features.

The company has no doubt done considerable developing, or improving of the property, but this fact has not been mentioned. Development charges and carrying charges are usually added as an addition to the cost of the property, and in this case I have added bond discount, bond interest and advertising. Since two-fifths of the land is still unsold, I have apportioned only this proportion of the carrying charges to the unsold land. It is assumed that taxes accrued are entirely for 1909 and therefore all added to the unsold property. In Pennsylvania, taxes are due about the first of each calendar year on recent assessments, and since heavy arrearage charges are added after August 1, it is safe to assume that 1908 taxes have all been paid.

It will be noticed that sales on the instalment plan are at $100 per acre, or $25 more than by the cash plan. In the end, if all payments will have been made, this plan will no doubt produce more profits than the cash down method. It will be seen, however, that since the instalments are spread over a term of years the profits made on same must be handled in like manner. The profits are contingent upon the full performance of these contracts by the purchaser, therefore only such portion of the profits should be taken each year as are actually earned. Since 20% of the contract is now paid for, I take credit for this portion only of the aggregate profits. The remaining 80% is reserved for the deferred periods. If all payments are made each year, then one-fourth of the deferred amount, less collection charges, will be credited to Profit and Loss Account. Losses by default would be deducted from the profits reserved for the year wherein they occur. Revenue tax is taken on the profits actually earned each year.

CASH ACCOUNT

Receipts and Payments for 1908

RECEIPTS

Sale of Capital Stock	$100,000
Sale of Bonds	470,000
Sale of Land	225,000
Instalments	60,000
Total Receipts	$855,000

PAYMENTS

Land Purchase	$500,000	
Bond Interest	11,875	
Administration Expenses	2,500	
Salaries	5,000	
Advertising	5,000	
Trustee of Sinking Fund	150,000	
Bond Redemption Reserve Fund.	30,000	
		704,375
Balance on hand		$150,625

NOTE:—In case interest accumulated on the sinking fund is entered in the cash account, it would be shown on both sides and the same balance obtained.

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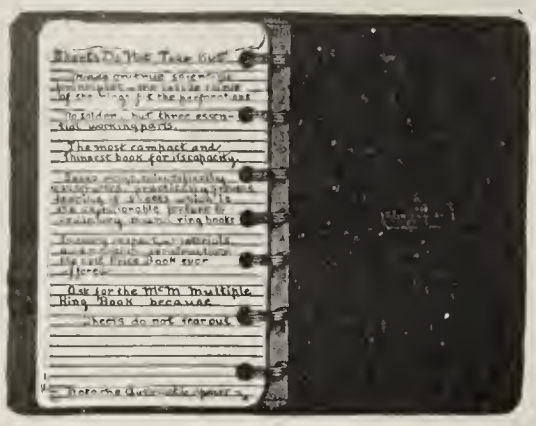
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References: First-Second National Bank, Akron, Ohio. Peoples' Savings Bank, Akron, Ohio.

W. E. BAER, Public Accountant, Auditor, Systematizer and Cost Accountant. 543 Second National Bldg. AKRON, OHIO

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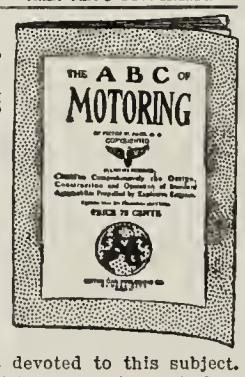
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By Jas. S. Stevenson

Assistant General Manager Berry Bros., Ltd.

HUMAN nature does not differ greatly. The love of a square deal is implanted in every man, and we are most of us sufficiently selfish to want to get at least one hundred cents worth for a dollar. In other words, the desire for "quid pro quo" is inherent in mankind. It is not only his right to expect and demand it, but he owes it to himself to see that he gets it.

In many lines of merchandise this is a comparatively easy matter because of our familiarity with the commodities, the materials of which they are made and the method of producing them. But while it is true there are many commodities so well known that the layman can protect his own interests in purchasing them without any aid, there are some things we should not buy without expert help, and conspicuous among such commodities is varnish. Place two pairs of shoes side by side, one worth $2.00 and the other worth $5.00, and the merest amateur can see the difference in quality. Place two bottles of varnish side by side, one costing 75c per gallon and the other $4.00 per gallon, and neither layman nor the experienced varnish user could decide from appearance alone which was the better varnish of the two. What shall a consumer do in a case of this kind?

There are only two ways of protecting our interests when buying commodities of any kind. One is to rely upon our own judgment; the other is to rely upon the advice of others, especially the advice of the seller, and there is, of course, a judicious mixture of the two. It is understood among all intelligent varnish buyers, that with the exception of registered trade-marks covering well known specialties put out by reliable manufacturers, brands have no common standard of value, so that the name of a varnish is not necessarily an index or guide to its quality. In view of these facts the manufacturer is the buyer's only recourse, and the more implicity the buyer trusts him the better his interests will be served.

The little sentence "The right varnish for the right use for the right price" crystallizes a trinity of qualifications that combined insure perfect varnish for every use. The omission of any one of these qualifications destroys the harmony of the whole, and no one but a varnish manufacturer who knows his business through and through can combine them successfully. A layman, even though an old varnish buyer and varnish user, cannot create this varnish trinity. He cannot even help to make it except by giving his varnish manufacturer every possible information as to the finishing results he desires to accomplish.

And now, here is a little question for the varnish buyer to ask himself:

Am I getting all I pay for, or am I paying an excessive price for my varnish? The man that pays the bills has a right to expect a fair and just equivalent for his money. If you are getting the right varnish for the right use, you are to be congratulated, as this means the highest efficiency in varnishes, but there is one other point that is also vital: Are you getting it for the right price?

Varnish values cannot be determined or estimated in superficial ways as in the appraisal of many other commodities, so that varnish buyers should take every possible precaution to satisfy themselves that they are getting all they pay for. The wide publicity recently given in the press to certain developments touching on alleged emoluments bestowed upon sundry finishers by sundry varnish salesmen, would seem to show that the man who pays the bills may sometimes pay more than the legitimate cost of varnish. The man who pays the bills is, to say the least, guilty of contributory negligence, who permits himself to be "humbugged" in this way, and if he takes the proper steps to safeguard his interests it need never happen.

My advice to the varnish buyer is to cultivate closer relations with the varnish manufacturer. Let him be, in a way, a sort of silent partner in your business. He may not be able to tell you anything of value as to the general conduct and running of your plant, nor will he wish to, but he can at least tell you about varnish—what varnish will suit you best and what you should pay for it, and can in all probability suggest such methods of using varnish and the general conduct and running of your finishing-room, that will save you more money than you are aware of, by enabling you to turn out better work or more work, or both. Give your varnish maker credit for being proficient in his own business, relying upon his judgment and taking his advice as you would that of an expert in any other profession.

Putting It Up to the Man

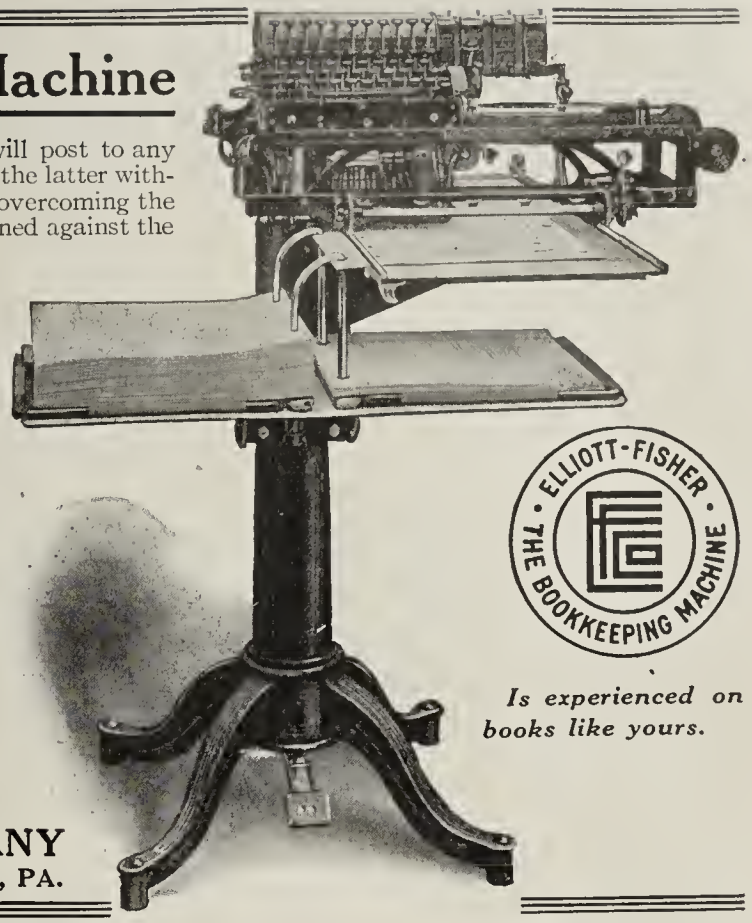
(Continued from Page 8.)

factory was not adequate. To a young man who had established a reputation for economy and thrift in his personal affairs, as well as for intelligence and originality in the factory I assigned the task of devising a better system. I gave him access to such books as were necessary and left him to his own resources. From time to time he would come into my office. "Shall I leave out this or that detail?" and "Shall I do this so and so?" he would ask, never realizing that he, and not I, was to solve this problem. Either he was afraid to assume the responsibility or I had not made myself clear. Eventually, I told him that these were the very things I wanted him to work out, and that he was answerable for the rsults and the means of getting at them. A few weeks later a proposed cost system was submitted that was excellent, far beyond my expectations.

It is not enough for a man to know that he is responsible. He must know to whom he is responsible. We know only too well the effect of conflicting orders. In a perfect organization, it may be argued, an employe is answerable primarily to the man immediately above him. This is true only according to the hard and fast ideal of system. Yet, carried to extremes it means waste of money and time. In a large manufacturing plant, the president wanted a small piece of work done in one of the shops. According to the approved system he called upon the general manager, and the general manager referred the work to his assistant. So the order traveled along the line until the foreman at last assigned the job to a machinist. "Red tape" is absolutely essential according to the rules, and is not objectionable in the case of requisitions of considerable magnitude, but if the job is a matter of a few minutes' work, the process becomes farcial. If the president or the manager had made his request directly to the foreman, the work would have been much more efficiently done, provided, however, that the request did not conflict with previous obligations of the regular routine. This method presupposes good judgment on the part of the foreman (in this case), one of the qualities, in other words, that won him his position. That is, he should be able to decide just when and where "red tape" may be cut for the sake of efficiency. If the request cannot be complied with, he should feel free to say so.

There are those who would consider this introduction of personal opinion as a direct contradiction of system. It is not. It is an improvement upon it. Rigid regulations

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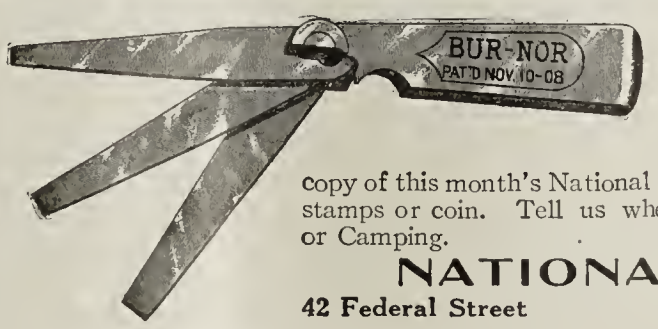
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without a certain degree of elasticity based upon common sense will sooner or later come to grief.

The assignment of responsibility must be definite; that is, there should be no misleading impression, no ambiguous statements. The solution of a problem, whatever its nature, will depend entirely upon the statement of the conditions of the problem. If this statement is not clear, definite and complete, we have no reason to suppose that the answer will be correct. So it is with responsibility. No one can assume any responsibility successfully without an absolute understanding of its requirements and limitations. To this end, the executive must frame his orders properly. The impulsive subordinate who snatches a suggestion before it is fully stated, who takes the words out of his employer's mouth, knows what is wanted and goes ahead with the work without waiting for instruction, may or may not be right. After a train has been ditched or a magazine exploded his lack of judgment is brought into the glare of the searchlight.

Unless two persons are of the same mental calibre, knowledge and experience, it will be impossible for one to transmit to the other with absolute precision his thoughts or ideas. If by education and experience the manager stands above the men below, he must drop to their level when he seeks to make himself understood. He must be able to adapt himself to an endless variety of personalities. A man who can talk music to a musician, baseball to a "fan," religion to a theologist, is everywhere received with a welcome. In the office and the factory these particular qualities may not be brought into play, but the personality that goes with them is an invaluable asset. It supplies the power to make one's self understood by all classes.

Sincere desire on the part of a manager to avoid misconstruction is very likely to lead him to the opposite extreme of giving instructions too specific. Even advice should be given with care; it may hamper employes who consider their directors' merest suggestion law.

What a Man Can Be Responsible For

THERE are three things and only three for which a man can be held responsible and they are, quality, speed and economy. Combine them in their maximum strengths, and you have a genius. Seldom, however, are all three demanded or even received, for where one is called for, its employment may necessarily militate against one or both of the others. At the most, the highest development of not more than two should be expected. And the relative importance of these two should be driven home as they affect the task to be performed.

Suppose that I am running a machine shop. Suppose that a customer whose good will I wish to retain, brings in a job to be done well and quickly. I call my most skilled machinist, tell him to drop everything else and to begin work at once, no matter what he may have been doing. The cost is utterly immaterial. I must please this particular customer. Quality is the most important consideration. Next comes speed; and lastly economy. I tell the machinist this, and, if he is the man I take him for he will know how to proceed. To be sure, speed will interfere with quality if given too much importance, but this interference will not be nearly so great if I demand economy as well. Hence, I make speed secondary to quality, and economy inferior to both. The machinist must do the rest.

Suppose, however, that my customer has had an automobile accident and wishes to have a part roughly and cheaply made for temporary use until he can get his machine home. Then speed and even economy may be of more importance than quality, and instructions must be given accordingly.

The lines that indicate where quality, speed and economy individually begin and end are not always clearly defined. Consequently, special pains should be taken to make them as clear as possible. Our most enterprising organizations today have ideals clearly defined that keep the paramount aim of the company vividly and constantly before the employe.

An employe can be responsible to several superiors if they are agreed as to the ideal and the sequence of importance of operations. "A man cannot serve two masters" is a proverb true if the masters are at cross purposes; but allegiance need not be divided if harmony exists among all directors and executives. One of the most potent forces for good in any organization is a unity of purpose which works for one general end and for the welfare of all.

An organization is not necessarily defective because a subordinate is responsible to more than one superior officer. In reality a man does not serve an official in the organization; he serves the ideal of the organization, expressed or understood, and is responsible to his overseers only for the pursuit of the ideal as it is interpreted by them. It is the function of the executives to guide the workers' efforts into the channel indicated by the ideal, and not to create servile puppets who bow humbly to managerial whims.

Cutting Out Waste Effort in the Office

(Continued from Page 12.)

end. In case the party calling had the wrong number to simply say: "You are connected with Brown, Jones & Abbott, Walnut 6-7-6-3." He also instructed her that in the event callers asked for any individual to immediately make the connection and never to argue with a caller. In the event that the caller did not know whom he wanted, to connect him with whomever his desires seemed to indicate could take care of him. If the person called was out, she was instructed to say, "Mr. Abbott is out. I can take a memorandum, if you desire, of what you wanted to say to him and request him to call you. If you do not care to leave a memo will you leave your telephone number?"

After the plan had been put into operation he found that this little thought directed toward the telephone apparatus made many friends for him and his business. Careless, "fresh," impertinent or unobliging employes who stand between the house and the public are a most troublesome and expensive source of "waste energy," and the discouragement of such and replacing with more efficient and more tactful help wins friends which means business for the house.

An Economy in Carbon Paper

SOMETIMES the very smallest things are found to possess much importance when analyzed. A sales manager once had his patience sorely tried when he asked one of the stenographers to take a telegram. The rule of the house was that every telegram should be written in four copies. One for transmission, one for the mail, one for the writer and one for the bookkeeper to check the bill against at the end of the month.

When he walked to the typewriter he knew just what he wanted to say. A minute or so passed while the girl was getting the carbons in place and putting the paper in the machine. After she wrote it it took her as long to separate the carbons. Later he noticed that even when she wrote letters, making only one copy, she consumed an unreasonable time, and every one of the fifteen other girls in the office had the same struggles with carbon copies. This gave him an idea. He communicated it to the buyer with the following result.

The next time carbon paper was bought it was ordered in two sizes. One for half sheets and the other for full sheets. The half sheets were used for orders, telegrams and other forms as well as short letters.

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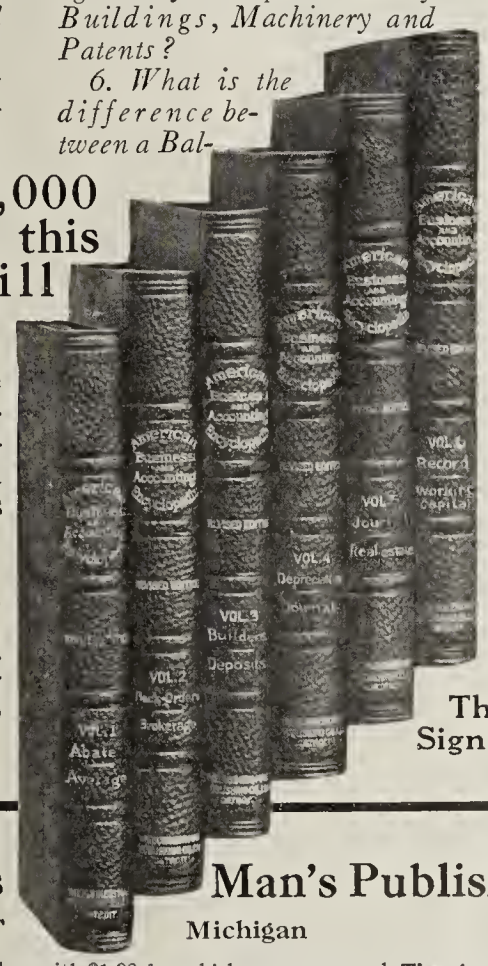
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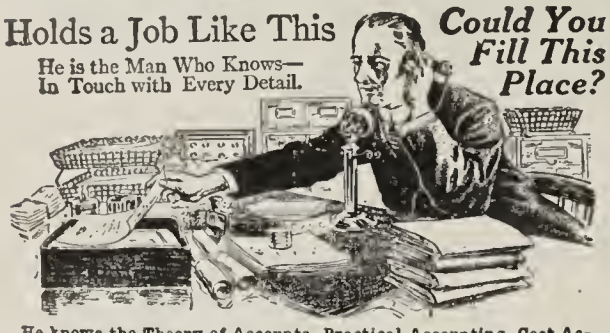
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The long sheets were for general use and for correspondence work principally. Instead of ordering the long carbon 8½ x 11 as formerly, the buyer ordered it 8½ x 11¼, just a quarter of an inch longer than the letter head. He added a quarter of an inch to the short carbon also. In the center of the top of the carbon he had a semicircle cut out. When the operator was through with her letter, all she had to do was to seize the letter head and the carbon sheets where the semicircular cut was made, hold it firmly and jerk the carbon out, grasping that below the letter sheet. In a jiffy the sheets were separated. He found that this little scheme saved so much time on every letter written that he was enabled ultimately to reduce his stenographic force from 18 to 16 girls.

A Commission Voucher System That Saves Time

CONCERNS employing salesmen who work on a commission have stated days for paying commission vouchers. Whatever the day, the bookkeeper always works nights to catch up. He must first get the charges all on his books and then copy them off on the vouchers. This means a great deal of double work. In many cases also it means extra help and added expense. To overcome this, a cashier in a big concern conceived the idea of preparing his commission vouchers in advance and having them punched to be placed in a loose leaf binder. Each day as orders came through O. K.'d by the sales manager, he immediately posted all commissions to the commission vouchers and then to the sales book and ledger. At the end of the month every voucher was made out ready to be signed by the manager and put through for payment. In addition to this every voucher was an exact record of the salesman's work. In the event of orders being cancelled after they had been put on the voucher, this deduction showed right on the face, for the day the order went through it was entered. If any deductions were later made or a cancellation put through, this showed in its proper order and when the salesman signed his voucher he signed for everything, accepting the deductions as well as the payments. On the last day of the month, all he had to do was to post the last sales and turn the vouchers over to the manager.

When An Asset Is Not An Asset

(Continued from Page 10)

An incident of the asset that becomes a liability under certain conditions took place in a New Jersey city last fall. A young man who never had been in business, but had ample means, saw a good opportunity of buying an interest in a concern about to be started. He was to be the financial man. When the preliminaries were complete he went to the bank where he had kept his personal account for years—the president being an old family friend—explained the new business, said that he wanted the account kept there ,and asked about a line of credit.

The president was much interested. He was glad the young fellow was about to take an active part in affairs. The business looked promising. The president looked into it very closely. He asked many questions and examined the young man's resources. Every question was answered very freely and satisfactorily. The president nodded his head in approval a number of times. Finally he said:

"Now, James, have we got all your assets figured here?"

"Yes, sir," said the young man, "all, I think. Oh, no! I suppose you'll want to know about this. I bought a $3,500 X. Y. Z. car last week. It's a hummer."

"H-m! H-m!" replied the president. He tapped the big table before which he was sitting several times with his pencil "H-m! What insurance have you?"

The young man named the policies. There was only one in which the president seemed interested. That was the personal liability policy the youth had taken out. When the young man named the company that had issued it the banker shook his head.

"Cancel it," he said. "Not strong enough. That company is weak. You didn't know that, of course. Take out a policy in ——— or ———." He named two other companies. "Unless you do that I am afraid we can't let you have that line of credit you want. This is why.

"Your new machine looks to you simply like a valuable piece of property. It seems an asset to you. So it is, in a sense. But really it is a source of financial danger, a liability. Suppose you go out in your new car this afternoon, and kill somebody. Other men have had that bad luck. Suppose that a jury hands in a verdict for $5,000 or $10,000 against you. Wouldn't it cripple you to pay it?"

"It certainly would," said the young man.

"There you are. Without just the right sort of policy in the right company, relieving you from this risk, your car, no matter how much you have paid for it, is not an asset. but a liability. The automobile has brought new risks into the business field."

Getting the Men to Sell More Goods

(Continued from Page 14.)

to his yearly average would be allowed an afternoon to go to the game—some to go Wednesday and some Thursday, so that part of the men would always be on duty—and all whose sales for the week were up to the average for the year would be given a reserved seat for the Saturday afternoon game (the house closed at noon).

The winter sales had always run so much higher, that the men did not think they could bring their summer sales up to the average, but a couple of the stars turned the trick and showed the others that it could be done. In a few weeks it was a matter of pride with the men that they were in the "reserved seat class," and most of them went to the games every Saturday at the expense of the house. But the ticket money was well spent. The desk men called up their customers instead of waiting for customers to call them, they worked off job lots and the outside men hustled around to see "little fellows" on the outskirts of the city, in addition to their regular trade.

"I am positive," said the sales manager in relating his experience, "that adding several times the price of a ticket to each man's wages would not have spurred him on as much as a ticket does. The fellows who fall short of the average usually go to the Saturday games, paying for their tickets of course, but the good-natured raillery of the winners is sure to make them put forth greater efforts the following week, as the boys say, 'to hit in the 300 class.'"

PLAN THREE—A Cartoon Bulletin That Caught On

ANOTHER St. Louis house, handling teas, coffee and spices, travels men through all the central and western states. It formerly sent out, each week, a report of sales and some hand-me-down ginger talks that were never read. It was postage wasted. One week the sales manager was sick and sent word to one of the clerks to get out something and send to the boys on the road. The clerk went through the "cannery" where clippings were filed but he did not find anything that appealed to him.

Finally in desperation he sat down and drew a cartoon, representing a race track. Each salesman was driving a horse bearing the amount of sales so far made that month. This was sent out on the twentieth and the caption under the cartoon read

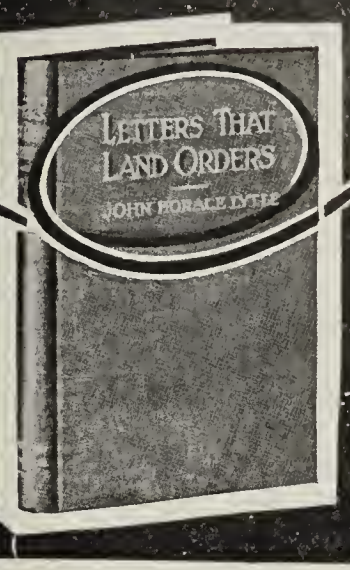
"Who Will Come Under the Wire First?"

IT so happened that the sales of seven or eight of the men were about the same, so their horses were "bunched at the turn," and the others straggling all along the track.

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and in fact any **ONE WHO WRITES LETTERS.**



SHOWS HOW

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To make sales.
To handle complaints.
To influence doubtful accounts.
To make collections.
To establish trade.
To make your letters valuable.
To secure cash with order.
To clinch arguments.
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To regain old customers.
To avoid complaints.
To follow prospects.
To help your salesmen.
To win confidence.
And finally,
TO MAKE MONEY.

IT DOESN'T COST YOU A CENT

LETTERS That Land Orders is a new book upon correspondence. It covers every detail in letter writing and will give you hundreds of valuable suggestions, helps and hints on how to conduct your correspondence department,

Here is a book brim full of money-making suggestions. It is the work of a man whose lifetime has been devoted to the writing of successful business letters.
He shows you in this work **what** to write; **how** to write and **when** to write.

It is not builded upon theory but the practical experience of years condensed and brought down to tangible form for your profit. It shows you where the great fault lies in the ordinary letter and tells you how to guard against it in the future.

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Read This:

International Accountants' Society
Detroit, Mich. June 16, 1911

Gentlemen:—I must apologize for delay in answering your recent letter, but have been too much pressed for time.

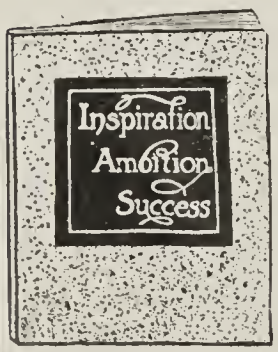
All three of the successful candidates in the recent C. P. A. examination were graduates of your course and all feel that they were aided materially by the mind training it gave them.

There were no questions on cost accounting at this examination, but the papers covered a very broad field. The time was ample with the possible exception of the last paper on practical accounting in which there was a question on the merger of three corporations which involved a large amount of detail.

With best wishes, I am
Yours very truly,
EDGAR T. WAGNER

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The clerk wasn't much of an artist; in fact the drawing was about as crude as it could be, but it expressed an idea that caught the fancy of the men on the road, and so many mentioned it during the following week that the sales manager told the clerk to "think up another."

That was several years ago. Every week since the men on the road have received a cartoon—the drawing is reproduced on a duplicating machine—and they look forward to it with keenest interest. The subjects are timely and nearly always bring out the idea of a race or a contest which shows the relative standing that week of the sales men. One week they were all in airships, the man with the largest sales being highest in the air; the week before the Fourth the men were parading, the man with the largest sales leading the procession; again they were represented as returning home with fish poles, the leading man having the biggest string of fish.

Frequently the wording is designed to encourage the tailenders. "Look out for Baldwin, he's coming up fast," "Smith is headed for the first division. Watch his smoke next week," "Moore struck some bad roads last week but he's taking the hills on the high speed now," and so on. There is more of a bracer to a discouraged salesman in one of these cartoons than in whole pages of correspondence from the manager—at least so the manager himself admits, and the steady increase of sales shows the effectiveness of the cartoons.

PLAN FOUR—Getting the Men to Answer Objections

"IT HAS been my experience," said the head of a large advertising specialty house, "that the best salesmen are the men who can answer objections most effectually and to increase our business I train my solicitors to overcome objections. They can think up constructive arguments; the talking points in favor of our goods lie on the surface and it does not take any great ability to present them; but in nailing a man's objections, one after another—that's what gets the orders.

"Every Saturday morning all the salesmen come into my office and we spend an hour or two talking over experiences of the week. One man tells about a sale he lost and the reason for being turned down. Doubtless some of the other salesmen have bumped up against that same objection and they tell what arguments they used. If it is a new objection (usually it is one that we meet every day) suggestions are made as to the best way of evercoming it. In this way every man has the benefit of the experience and the brains of all the other men.

"The idea of conferences like this is an old one. But with other concerns, I think, the time is spent in selecting talking points and finding effective ways of presenting a proposition, whereas our conferences take the problem from the other angle—how to answer objections. If more salesmen considered this negative side of their work, they would surprise themselves. As soon as a man begins making excuses for not buying you have got him going; if you have a knock-out answer ready for every objection he brings up he'll soon run out of excuses and give you an order just because he can't think of any good reason for not buying. Then if your goods are all right, he'll be easier to sell the next time."

PLAN FIVE—A Store Training School That Made Salesmen of Clerks

A RETAIL hardware dealer in Central Indiana heard about the "schools for salesmen" maintained by some of the large manufacturing establishments and conceived the idea of applying the same idea to his own business. The clerks were requested to come back to the store one evening a week (they were paid the same rate as when working), while the merchant gave them a talk. At the first meeting he explained to them all he knew about the manufacture of a certain line of goods, such as knives and razors. Different makes were examined, the advantages and features of different kinds were discussed, and the clerks were encouraged to make suggestions as to the best way of talking to a prospective customer. Another evening was devoted to garden tools; another to gas stoves, and so on through the store. The result was that the men became something more than mere order-takers; they gradually became salesmen and took pride in telling how they handled a particularly difficult customer. The extra work the merchant had to do to prepare for these sessions was more than justified and the money added to the payroll came back many times over. The sales of the store were increased the first year by nearly seventy-five per cent.

The secret of increasing the activity of salesmen is to increase their interest in the work. Sometimes a bonus will accomplish this; sometimes the promise of advancement suffices, but usually it is in catching a man's interest from a different angle, lifting his work out of the routine, backing him up, coaching him, instilling in him the love of the game. What may be effective with one man fails with another, but there is some stimulant to which everyone will respond, and it is simply a study of human nature—customers and salesmen—to find stimulant that will result in larger sales.

How to Handle Your Paper

(Continued from Page 33.)

Dating a Check Ahead

A RETAILER in a small town suddenly discovered that one of his heaviest customers was in hard circumstances. He pressed for the account. Several other merchants knew it about the same time.

There was a general break to cover. When the first merchant called, the patron admitted that he was very short of cash, but offered to give his note. The dealer did not care to accept.

"I will tell you what I will do," the man said. "I will give you my check, dated ahead, say, thirty days. By that time I will have the money in the bank."

"Suppose," suggested the merchant, "you give me your check dated today. I will give you my word not to present it for ten days. I have trusted you this far. You have always found me to be a man of my word. You can trust me now, can you not?"

The customer did as requested after a little more resistance.

When he failed, the first merchant was clear. The others, who accepted checks dated thirty days in advance, lost their money, for the customer, who was apparently most healthy, suddenly died. The check dated back was good. Those dated ahead were worthless—because dated after the death of the man who signed them. Dating a check ahead is simply a promise on the part of the maker to have the money in the bank at a certain time. As a matter of fact, he is simply giving a promissory note for the amount.

One Way to Use Your Bank

A WHOLESALE house had accepted an unusually large number of notes to tide retailers over a very dull period. The wholesaler operated in a section of the country where he was isolated from other ports of supply. He suddenly found himself confronted with a request upon the part of a large manufacturer for cash. Previously he had been carried by the manufacturer at his convenience. His business was of a character and his patrons of a class that made his accounts unusually good. He sold mostly to houses that in turn disposed of their wares to farmers. In many cases the paper he had accepted bore the endorsement of well-to-do farmers. While he was under no obligation to grant the request of the manufacturer, he had been treated liberally by him in the past. and it was the first favor that concern had asked of him. He was anxious to comply



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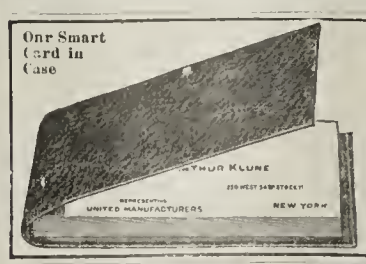
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"THE PAPER VALLEY OF THE BERKSHIRES"



A Card in Evidence When the time comes for the use of a card, it is very essential that the card should be right.

A PEERLESS PATENT BOOK FORM CARD

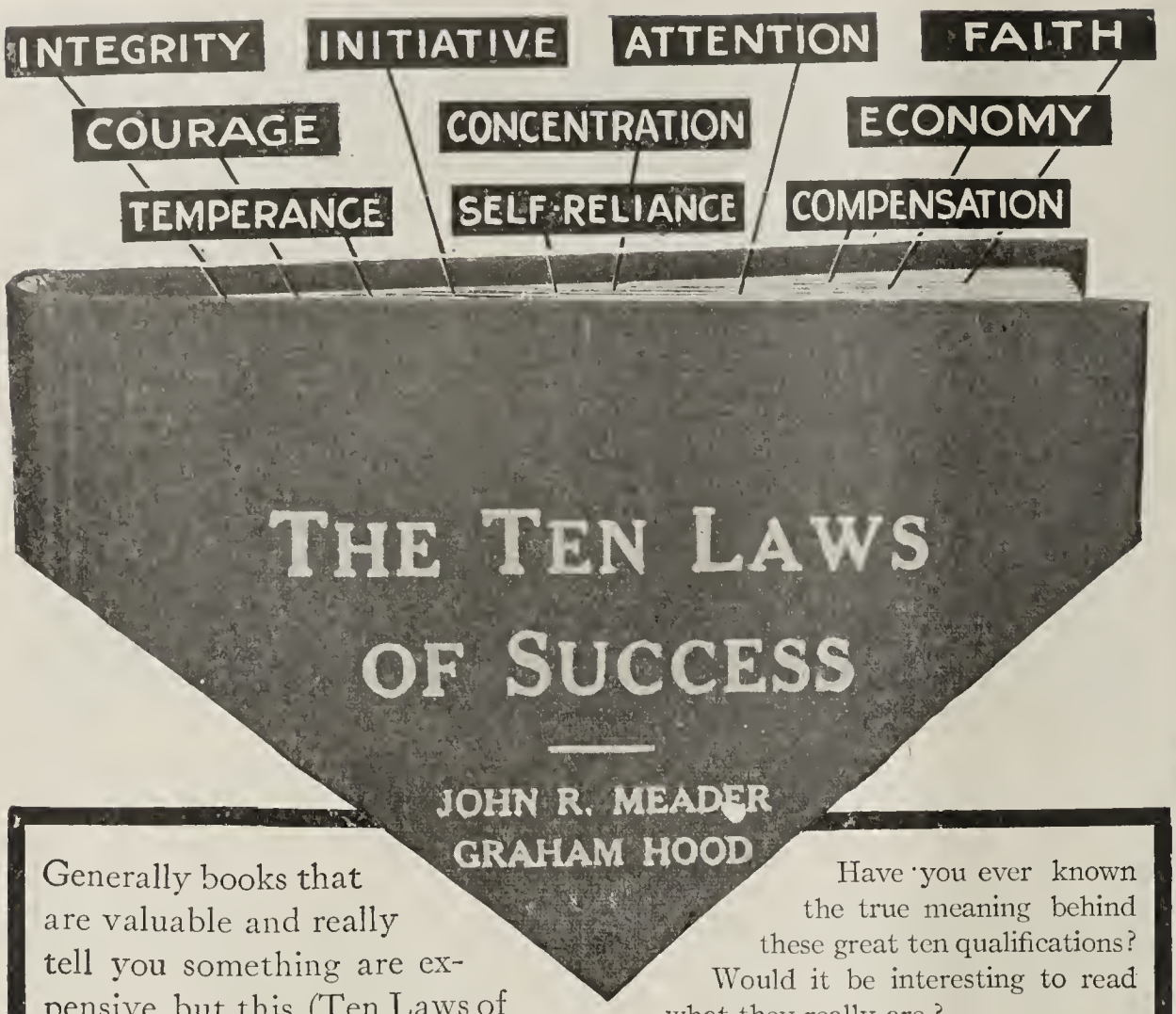
is right, when the time comes for the use of a card, no matter what the circumstance. It is always clean, always smooth, always there in the case, and always a source of pride that it is always just the best card that money can buy or effort can produce. No feature could be added to make it any better, else we would have done so long ago, when we made the first and original improvement in cards. A sample tab of the cards will give you the evidence when you detach the cards one by one, and note the smooth edges and the cleanliness that must be the result of the book in the case. Send for the tab and see for yourself.

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with the request. But he was close run for money himself. So, calling on his banker, he negotiated a loan of sufficient amount to meet the reasonable request of the manufacturer, and secured it with notes from retailers, which he turned over to the bank for collection, just as he would have done in the ordinary course of business.

This was very satisfactory to the banker, who was given the best kind of security. The notes were variously dated, so that before the loan was due the amount necessary to repay it had all been collected in the course of business. In this way the wholesaler had accommodated a manufacturer with whom he had always been on the best of business terms, and made a commercial friend that became a valuable ally in his subsequent extension of business.

This man knew that the best way to borrow money is to offer the best kind of security. And in making the request to the bank he presented the best paper in his possession, made by business men well known to the banker, as security.

Securing a Loan With Cash

ONE merchant who had pressed another for funds was suddenly confronted with the fact that his debtor owned a certificate of deposit in a bank, but one which the banker declined to cash until maturity. Banks generally adopt this course, for the reason that they agree to pay interest for a stipulated length of time. If they cashed the certificate of one, they would have to treat all others alike. The merchant told this with a long face, and asked his creditor to accept his note to run until the certificate expired.

"How much is the certificate for?" asked the merchant.

"Four thousand dollars."

The merchant's account amounted to $2,500. He agreed to accept the certificate, and give the debtor $1,500 in cash. As there was no way out of it, the debtor agreed, and together they walked down to the merchant's bank. The certificate was endorsed, the merchant signed it, and then offered it as security for a loan of $4,000, out of which he drew $1,500 and returned it to the man he had carried. He had borrowed money on the evidence of cash held by another bank. In other words, he had secured a loan with cash.

Here was a case where a knowledge of banking methods not only served in the collection of a big account during very dull times, but gave the debtor relief as well. Had he used the same foresight as his creditor he might have been saved the necessity of explaining his affairs to him.

What I Learned When I Started in Business

(Continued from Page 17.)

needs. The Indian gorges today and starves tomorrow, not having learned to store." Coming from a long line of improvidents, I early made up my mind to get a surplus on which to build a business. Having mastered some stenography, and being able to get out an alleged letter on the typewriter, I got a job with a publishing house. Next to me was the "tabulation man"—the operator who tabulated various returns and try-outs. His reports he got out in two colors—a new thing in those times, and considered difficult. Actuated by no other motive than a desire to get a fulcrum on which to swing a "raise," I stayed down every work night until I had mastered the then mysterious intricacies of a two-color report, compiled, in many cases, from the hastily pencilled scrawls of some road man who regarded the figures, in all probability, as a "piece of nonsense." Similarly, every hard job I saw, I laid for; for I needed the training, and though my "raises" were microscopic, as I thought, I kept on omitting the boat rides and theaters the other fellows were enjoying.

In two years I bought a country paper with a fine job outfit. A short time later, when I landed a catalogue job that called for nearly eight hundred dollars' worth of paper and binding, I knew I was lost unless I could get credit. But on calling on my paper man and telling my story, he ventured, "Well, seeing as I know you as the human wonder who used to eat up work over at Blank's, I'll pass any order you put through for paper, and place your binding for you."

That catalogue job, with the credit I was able to secure on the strength of it, made my business—and me a business man. And from that one experience I learned that the man who has the nerve to deny himself a present want can draw with surety against it to satisfy some future need.

PRINCIPLE SIX—That You've Got to Have Someone Who Can Sell

BY A JOBBER

A COUNTRY town of five thousand, which started to develop as a railway center, "made" the local grocery in which I owned a small interest. I had held a lucrative county office and when the voters wanted a change the owner suggested that I buy a stock and go to jobbing groceries, building around the local store as a basis.

Thirty days after the suggestion was made saw me in possession of a jobbing stock and ready for business. The first trip over the territory, I made—and now I am convinced that nine-tenths of the orders I received were from curiosity—to see what the new firm would do. Elated at the showing, I put out two men on the road. The first sent in the first week, orders to the amount of seventy odd dollars; the second did not make a single sale.

Then I began trying to occupy two places at once. I would jump out and sell; meanwhile details would pile up in the house—then go out on the road again. I found out, with a vengence, that a business has to have men who can sell. For out of every ten men tried out, nine were absolute failures—except in the regularity with which they turned in ample expense accounts.

Finally one of our suppliers "lent" me two salesmen—and I got my jobbing house started—after I had spent several years' savings learning that a business has to have men who can sell.

PRINCIPLE SEVEN—That the Man Who Buys Good Will May Get Something Else

BY A LAUNDERER

LAUNDERING, where there is a good plant and a fair field, is one of the sure payers in business. As such, it appealed to me and, after years of working for other men, I bought control of a plant doing an increasing business. For good will alone I paid about eight hundred dollars.

The owner had, so he declared, never kept books, except those that were absolutely necessary. So I went over what records there were, and after getting the processing end to running to suit me, installed a set of books to serve as a basis for a cost system. As I began to work into cost figures, I found that not only was some of the small business being carried at a loss, but that it had been customary to allow discounts every six months to several large patrons. For instance, local hotels were allowed twenty per cent discount on all gross, this discount being calculated every six months, so that a number of hotel men got a month's laundering free.

As soon as I tried to remedy conditions, I secured the enmity of the former "discount" patrons, who promptly made up an out-of-town basket. Nor did they rest until they interested a near-by launderer, making him a considerable inducement to locate in our town.

So, with a smoothly running business otherwise, I found that money paid for good will might purchase ill will, for local custom is exceedingly difficult to change.



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You don't have to ask that question of a ***trained*** man, because you ***know*** his position is a permanent one—that he is not at the mercy of conditions that affect the ***untrained*** man.

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BYRON WESTON COMPANY

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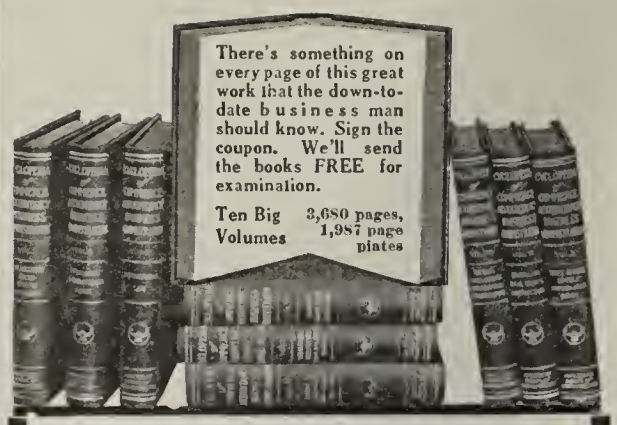
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Vol. xxix. No. 2 BUSINESS August, 1912



From ONE STORE to SIX HUNDRED

The Story of the Five and Ten Cent Business—Its Growth and Up-Building—The Men and the Methods That Have Made Possible a $65,000,000 Enterprise

By F. W. Woolworth

President of the F. W. Woolworth Company

STARTING with a capital of $50 invested in the stock of his first five-and-ten cent store, F. W. Woolworth has built up an organization that includes 600 stores. An idea of the scope of this enterprise may be gathered from the following facts: More than 20,000 employes are required to operate and manage these stores. The total cost of their maintenance exceeds $30,000 a day. The stores are patronized by 3,000,000 customers daily. Through them more than 5,000,000 pounds of candy are sold in a single year, and the entire output of three factories is required to supply the hairpins alone that are sold across their counters.

The five-and-ten cent idea has revolutionized many forms of trade and it owes its development, in large part, to the genius of Mr. Woolworth. The final step in the extension of this great organization was taken recently in the formation of a corporation which will include this and other chains of stores. The new company, which is to have its headquarters in the Woolworth building in New York—the tallest building in the world—is capitalized for $65,000,000. Mr. Woolworth is its president. At the time that the new concern took over its various properties, Mr. Woolworth prepared a statement for the information of the heads of his departments and store managers, outlining the history of the up-building of the business and his ideas and policies in regard to its control and development. This statement forms the basis of the following article.

THE origin of the five-and-ten-cent idea runs back many years. A short time after the war was over, the question of the high cost of living was agitated even more than it has been for the past two or three years—and there was good reason for it. A gold dollar was worth anywhere from $1.50 to $2.00 in paper money; the farmers got fifty cents a pound for butter and from $20 to $40 a ton for hay; ordinary print calico was selling from 15c to 25c a yard and unbleached muslin from 15c to 40c per yard. Everything else in the mercantile line was moving in the same proportion.

As a result of this condition, soon after the year 1870, somebody in or near Boston conceived the idea of opening a store containing exclusively goods to sell at 99c. Who this pioneer was I have never been able to discover. I do know, however, that about the same time a big jobbing house in Boston was prepared to sell to 99c stores. This house was Horace Partridge & Co. At once, they began doing a tremendous business, as these one-price stores proved to be a great success, springing up all over the country. The news spread like wildfire among promoters of mercantile concerns. The result was that almost every city of a population of 10,000 and upward had a 99c store.

I left the farm in March, 1873, and started in at the age of 21 as errand boy in Augsbury & Moore's dry goods store in Watertown, N. Y., and the next year there was a 99c store opened in Watertown. That was the first I had heard of a one-price store. The store caught on immediately. It was crowded from the first day, and the old merchants stood aghast to see a newcomer enter a town the size of Watertown (10,000 people) and create such a success.

In those days it was almost impossible to buy any kind of a bound book for less than $1.50, and this 99c store had a big line of books to sell for 99c which sold in tremendous quantities. They also sold plenty of fancy goods, toys, drygoods, etc., but they evidently did not seem to touch the tinware or hardware lines to any great extent.

The germ of the five-and-ten-cent business undoubtedly was born in the original idea of the 99c stores, which, however, played out in time. There were no ten cent lines at that period.

I have tried to discover the actual originator of the five-and-ten-cent idea and the nearest I can come to it lies in a story told to me many years ago about a man named

Bennett, who was traveling in the west for a jobbing house in New York—Spellman Brothers. In those days the jobbing houses in New York were larger than they are today and almost all their merchandise was distributed by them to retail concerns throughout the country. Spellman Brothers were reaching out for business, and this man Bennett while in some town in Michigan trying to sell their wares conceived the idea of making a five-cent line of handkerchiefs. At that time, it was almost impossible to sell any kind of a handkerchief for five cents. He went into a drygoods store and asked the proprietor for the use of a certain counter in the store and permission to order goods for that counter, especially this big line of handkerchiefs that he was trying to sell. He told the proprietor if he would back him up in his enterprise he would sell those handkerchiefs at 5c although they cost 65 or 70 cents per dozen. So as a "starter" they ordered about 1,000 dozen handkerchiefs, paying about 70c a dozen for them. Other notions and stuff was placed to go with them that paid a profit to sell at 5c.

Then he looked about this man's store, picked out a lot of old dead goods that had been lying on his counters for years and induced the proprietor to sell these at five cents and take a loss in order to carry out the idea. So that these few notions and handkerchiefs which were ordered from Spellman Brothers mixed in with a lot of old goods this man had in the store, were gotten together and placed on the counter and a sign put over the counter—"Any article on this counter five cents. "The customers soon found that there were real bargains on that five-cent counter. The thousand dozen of handkerchiefs were disposed of promptly, and the customers also bought everything else on the counter supposing them to be of the same value as the handkerchiefs, and I presume a good many of the articles were. At any rate, it was an instantaneous success. There were some customers evidently who had remembered something about the 99c stores and the furore these created, *they knew what it meant to see all the goods marked at the same price!* The result was, that this concern increased its business in all lines of goods as people thronged into this store to see the five-cent counter and it was almost impossible to keep goods on that counter.



The new Woolworth Building, erected out of the profits on five-ond-ten cent sales, at a cost of $13,500,000.

Getting a Start in the World

AS BEFORE stated, I was at this time working with Augsbury & Moore. I worked for nothing. The head of the firm told me that I ought to pay him tuition during the first six months for teaching me the business. However, we compromised. I agreed to work three months for nothing and then if I succeeded I would get $3.50 a week for the next three months. When I began I had $50 in cash which I had accumulated by doing odd jobs outside of my farm work. I had to open the store at 7 a. m. and remain each night until 10 p. m. There was no work too mean or dirty for me to do. But I was a dull scholar. Before the six months were up I was discouraged. I thought it was impossible for me to ever learn the business. Still I went on. The last six months of the year I got $4 a week. The second year I got $4.50 a week for the first six months and $5 a week for the last six months. The next two years I received $6 a week. And out of this I paid for my board, washing and clothes, and saved a little.

In the fall of 1875 I applied for a position with another drygoods firm. I had the "cheek" to ask for $10 a week, and was astonished when they hired me at that salary as salesman. But this firm judged a man by results. I was not a good salesman. I was sharply criticised. My salary was reduced to $8 a week. I was so discouraged at my inability to sell as much as other clerks that I fell ill. I had to go to the farm for a year to get well.

In June, 1877, I went to Moore & Smith's in Watertown on a salary of $10 a week. After a year my salary was cut to $8.50 a week because the firm was not making money and could not afford to pay the larger salary, so I was told. In the meantime I had married and was supporting my wife and baby, and paying $10 a month rent. At the end of 1878 I had saved $50.



One of the six hundred Woolworth stores which have built up an annual trade of more than $60,000,000 on nickels and dimes.

About the first of March, 1878, I overheard a conversation which a merchant of another city was having with Mr. Moore while I was working behind the counter. Among other things, the merchant asked Mr. Moore if he had ever tried a five-cent counter in his store. Mr. Moore said he had not and had never heard of it. The man told him of the success that some of the stores had had in the west, and especially in Michigan, which had put in five-cent counters and how it increased their regular business.

(Continued on Page 103.)

MAKING MEN EARN MORE

Plans That Increase Effort by Adding to the Earning Power of the Working Force

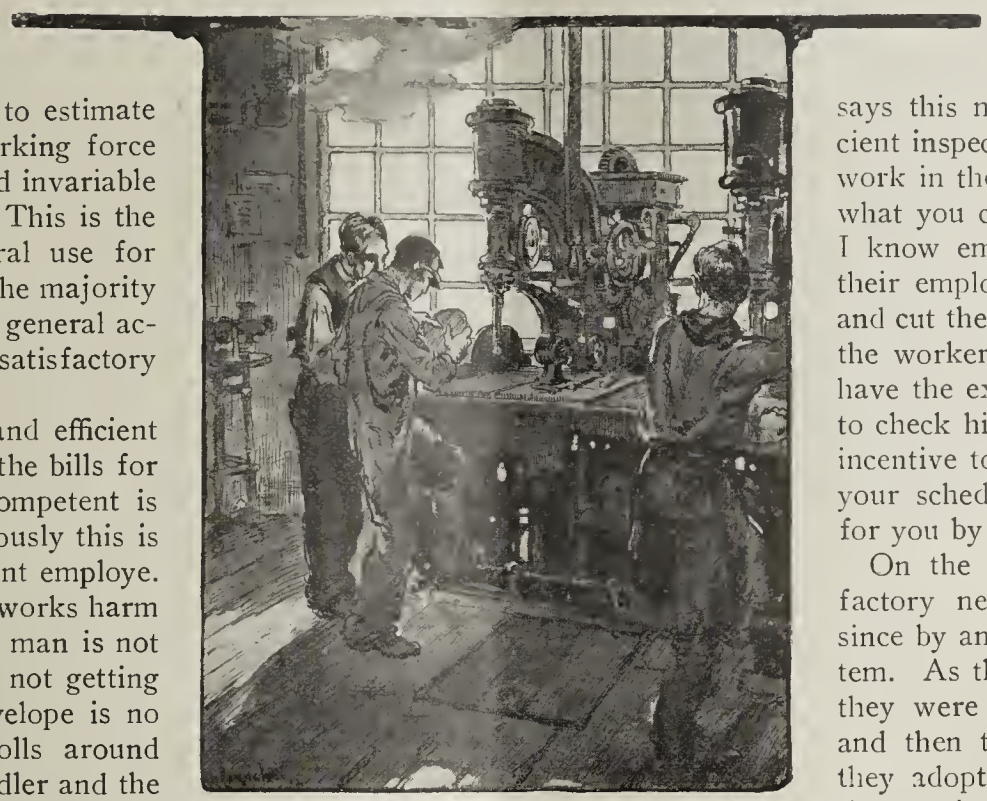
By Fred Cook

THERE are two attitudes which the employer may adopt toward the wage earner. One is to estimate the average efficiency of his working force and to pay each man a stated and invariable wage based upon this average. This is the method that has been in general use for years and is still adhered to by the majority of concerns. But in spite of its general acceptance it has shown itself unsatisfactory in a great many ways.

Under this system the hard and efficient worker to a certain extent pays the bills for the mediocre man, and the incompetent is supported by his fellows. Obviously this is an injustice to the honest, efficient employe. But, more than that, the system works harm to the employer for the efficient man is not slow to see that his efficiency is not getting him anything—that his pay envelope is no fatter when Saturday night rolls around than is the pay envelope of the idler and the incompetent, and so he gradually slows up and the production of the plant falls off.

A second method—one which has the approval of the new order in management, is to pay a wage commensurate with the result accomplished by each laborer and to offer in various forms inducements for increased efficiency. It aims to bring justice to the laborer and at the same time to provide an incentive that will work out to the ultimate advantage of the employer,—in a word to make men earn more both for themselves and for their firm.

Buying increased efficiency by substantial rewards in the shape of bonuses, division of profits, payment according to amount of work and other plans of a similar nature has perhaps been more productive of results than any other efficiency increasing scheme. It is not difficult to see why this should be, for any employe can increase his earnings if he can be made willing to expend extra effort. To get that willingness it is necessary that the employe see a direct personal benefit accruing to himself. If you say to an employe, "You are only 50 per cent efficient. You are not producing what you can produce if you will concentrate your time and energies. Because of this fact an appalling waste exists," he will shrug his shoulders and say to himself: "I guess I'm doing all I get paid for."



But if you say, "Increase your efforts and I'll give you half the extra profits," he is apt to make a try for 100 per cent efficiency.

The First Real Efficiency Measure

YEARS ago a few shrewd manufacturers recognized the effectiveness of such an appeal and inaugurated the piecework system. This was really the first efficiency measure of which we have any record, and every plan that has since been tried is an outgrowth of it. For every efficiency plan reduces shop operations in their last analysis to piecework. It is a system that has made good in hundreds of cases and fallen down in others.

A manufacturer who operates a garment factory in which are employed about 600 hands, at one time had his entire force on a straight wage. The output, however, failed to satisfy him and as an experiment he put a piecework system into effect in one department. The second week the output in that department increased nearly 50 per cent, although the wages only increased about 20 per cent, leaving a clear gain of 30 per cent. Today he uses the piece system wherever it is possible and has greatly lowered the cost of production.

"There are two warnings that should be sounded to the factory man who wants to get the benefits of the piecework system," says this manufacturer. First, install efficient inspectors to guard against all slighted work in the hurry up, and second, find out what you can afford to pay and stick to it. I know employers who get alarmed when their employes make unusually high wages and cut the rate. This is utterly absurd. If the worker does the extra work he should have the extra pay, and as soon as you try to check his earnings you are removing his incentive to speed up. Don't forget that if your schedule is right he is earning more for you by earning more for himself."

On the other hand, a great automobile factory nearly ruined itself a few years since by an ill advised use of the same system. As they were behind with their work they were obliged to add green employes and then to further increase their output they adopted the piece system. They got the speed—but at the expense of quality. If a hole was accidentally drilled too large it was filled in with a little babbit to make it pass, other makeshifts of the same kind were gotten away with, and naturally cars made of such parts wouldn't stand the wear. Whole carloads were returned and other factories made a point of the calamity

The difference in the results obtained by this method lies in the nature of the work and the conditions under which the plan is tried. Where the factory product is of a simple nature and does not require skilled labor, and where inspection is a comparatively easy matter, there is probably no wage plan that is so satisfactory as the piecework plan. On the other hand, where great skill is required and thorough inspection difficult the work is apt to be slighted and unduly rushed just to increase the wage. Each manufacturer must determine for himself whether the piecework system is applicable to his factory.

How One Bonus Plan Works

OUT of the piecework system which unquestionably aims at the real trouble in production, has grown other plans of a similar nature that overcome many of its defects. One of these is the bonus system which is closely allied to it.

The bonus plan sets a standard of effi-

ciency for each worker, paying him an adequate wage with a bonus for output in excess of the required quota. This is the system that has the approval of the new order of experts in management.

The superintendent of a large metal working factory in the east which operates under this plan says:

"For each set of workers we have a schedule, which was arranged after much study and many experiments. This schedule is based on 100 per cent efficiency for the average employe. We might decide for instance that an assembler in a certain department should assemble 200 perfect articles in a working day. Then 200 becomes the standard for that department and each employe is expected to maintain it. Our workers are kept posted on their output and they understand that when they fall below the requirement they are not doing satisfactory work and are liable to be replaced. Then we give a bonus for all work beyond the limit based on the same schedule. For instance, if the 200 man finished 250 pieces he would receive wages for 1¼ days and so on.

"We have found this system a very satisfactory one. We rarely have to let a man go because he has fallen below the set standard, and last year we paid out more than $5,000 in bonuses. We have an even, steady production that we do not think would be possible by any other system. I can tell you almost to a piece how much work our shops will turn out in any given length of time. This uniformity of output is a decided advantage when you are figuring on your deliveries."

Making the Men Your Partners

AS WELL as the bonus plan works in this instance, it obviously has the same faults as the piecework system when applied to industries where great skill and pains must be taken. This is an objection, however, to which all specific efficiency building plans are open, and many efforts have been made, on this account, to provide a method of stimulating the worker to greater effort and at the same time to maintain the perfection of the product. One solution of the problem is profit sharing. Some years ago a manufacturer conceived the idea of giving to his workers a share of his earnings. He argued, if my men know that they are to share in the profits of the business they will take a personal interest in the business and will try and further its interests in every possible way. They will be working for themselves and will not only try to do all the work they can but will try and do skillful work that will build up a reputation for our goods.

There is nothing wrong with this argument. It is most logical and sound and its practicability is only a question of administration. In its original form there were some objectionable features which have been largely overcome by a modified plan that has just come to light. What these objections are and how they can be met may be gathered from the following statement of Mr. J. S. Baker, general manager of the Baker Manufacturing Co., Evansville, Ohio, a big concern which manufactures pumps, mills and gasoline engines. This firm has run the gamut of profit-sharing schemes and finally evolved a plan that is working out splendidly.

"We first offered to share profits with our men, way back in '94, when we had no profits. The plan was adopted to show the men that a wage cut we were making was a necessity, and that we, in return, when we had profits, would be willing to share with them. They did not accept the offer, and nothing was done until four or five years later, when we began to make profits again, and this time we voluntarily gave them 10 per cent of their past year's wages in cash, in addition to their wages, and offered them a share in the profits in the future. The results were even better than we anticipated. We paid our profits 15 per cent in cash and 85 per cent in stock of the company, with the request that they hold the stock and not sell it, but as time went on this request became ignored and some men offered their stock freely, at much below par: even as low as 60 when there was more than $100 worth of property back of each $100 share. We also found that instead of retaining men in our employ, as we had hoped, for long periods, it offered an inducement for some to leave, as almost every man, when he gets a little capital, prefers to be his own master and to go into business for himself. Some three years ago we changed our form, calling it, instead of profits, remaining wage. This new plan incorporated the principle of the company buying the stock and retiring it. The objection to this originally was that it would hinder our growth, but we have concluded that it is the only logical way to keep the stock in the hands of the employes.

"Profit sharing in itself, in our original plan, was more or less unstable, as the more stock an individual accumulated, the larger his dividend became in relation to his wages, and the more temptation it was for him to favor an increase in the dividend rate at the expense of his share in the profits. Anyone familiar with a manufacturing plant knows that where employes are interested as proprietors, it is possible for them to produce much more with the same mental or physical effort than where they are entirely disinterested. Moreover, in every manufacturing plant the productive wages are only about half the total expense. That is, if you time the various operations on an article you have to a little more than double this productive labor to cover the miscellaneous expenses of the manufacturing plant. Hence it is that a small per cent increase in production results in a much larger per cent of increase in earning.

"As an example of what this plan of ours does for employes, suppose a man begins to work when he is twenty-eight and gets his first stock when he is thirty years old. If for twenty-five years he receives an average of three shares of stock a year he will when he is fifty-five have $7,500 of stock. If he then retires, his income from the dividends on the stock will be $375 a year and from the $5.00 a share endorsements it will also be $375 a year or a total of $750 a year; this will continue for fifteen years or until he is seventy years old, when the endorsements will cease, but the $375 dividends will continue as long as he lives."

THERE are two sorts of discontent. The first of these is named *complaint*. It is a miserable and cankerous state of mind which expresses itself in peevish desire to get away from our natural lot in life, to flee from the doing of near-by tasks, to leave our own acre for someone else to till, and go and try to find some other acre which we think will be pleasanter and easier, to *evade* conditions instead of *dealing* with them. The world's weaklings are all discontented in this particular way. They curse the rising sun and spill their sourness along the highways. The second form of discontent bears a sweeter name—*aspiration*. It has no moan in it, no belittling of today's opportunity, no infidelity to difficult duty, no hankering to run away from the plow. It is constant and constructive. It does not knock down; it builds up. It breeds growth and onwardness. It is a spur in the flank and a star in the sky. Its passion is to be and become. It is always after *more*—more power, more efficiency. It makes a man dissatisfied, not with what he *has*, but what he *is*—with *himself*.

—*Richard Wightman.*

Where Individual Merit Counts

A PLAN that straddles the fence half way between the invariable wage and the bonus or piece system, recognizes the same principle of reward according to efficiency as do both of these plans, but provides no table or schedule to get the result. It aims to pay according to individual effort

(Continued on Page 106.)

The New Revolt of Labor

A Frank Statement of the Principles and the Methods That Are Behind the Latest Menace to Industrial Peace—the I. W. W.

By Joseph O'Brien



William D. Haywood addressing the operatives during the strike at Lawrence.

THE year 1912 has witnessed a revolutionary change in the time-honored relations of labor and capital. Labor, hitherto content with reorganizing its own end of society, has set out to reorganize the whole industrial, social and political structure solely on the basis of industry. The most dynamic force in labor today is a new and radical organization, The Industrial Workers of the World. whose preamble contains this statement of its purposes:

"It is the historical mission of the working class to do away with capitalism. The army of production must be organized, not only for the every-day struggle with the capitalist, but also to carry on production when capitalism shall be overthrown. By organizing industrially we are forming the structure of the new society within the shell of the old."

That is the essence of the "New Strike," which is sweeping through the industrial world. "From Lawrence, Mass., to the Gulf of Mexico," is the slogan of the men who have come forward to lead labor away from the old forms of trades unionism, now scorned as archaic, in a class revolt against capital; to formulate new demands, to devise new means of warfare against employers and to organize the workers into one vast army. Already more than $15,000,000 have been added to the annual pay rolls of the great textile manufacturers of New England, as a result of successful strikes. There is an actual possibility that within the next few years every manufacturing industry on the Atlantic seaboard will be brought acutely face to face with this new phase of the labor problem, and it behooves the far-sighted business man to consider now what he will do when the crisis is reached. The first essential to the prosperity of industry is its labor power. Particularly is this true of manufacture. With capital the manufacturer can assemble his vast plant, buy his raw material and even create a demand and a market for his finished product. But all of this becomes worthless if the labor power, the application of human skill and energy to the machine, is withheld. Hence the most serious possible menace to industry is a discontented working class, in the ferment of new teachings, and under the direction of radical and determined leaders. That is the menace which fronts the industrial world today.

From Trades Unions to Organized Crafts

A SHORT time ago the manufacturer or other large employer of labor dealt directly with his employes as individuals. Then came the organization of trades, asking for a higher wage, shorter hours and better working conditions. Today the large employer must deal with labor in the mass, and the ultimate demand that is put up to him is: "Ownership of the tools we work with and 100 per cent of our labor product."

That is what the new leaders are teaching; it is what the new strike means. The workers are being taught today that every strike won or lost is a step towards that goal, a lesson in solidarity, in the force of united action, in the importance of labor power. The new leaders are drilling them in the A, B, C's of self-consciousness, endeavoring to impress them with an idea of their weakness when they stand out individually against the force that controls them, and their strength should their mass act as a unit. They have given practical demonstrations of the effect of labor power collectively withheld, beginning in Lawrence, and surging through New England, New York, New Jersey and Pennsylvania. The workers have gained courage, their leaders have won prestige, and the new form of organization has so grown in influence that it immediately threatens the stability of the American Federation of Labor, the great central organization of trades unionism. It is the beginning of a struggle for an industrial revolution paralleling the political revolution which the Socialist party seeks to bring about, with precisely the same end in view. Its leading exponents are Victor Berger, in congress, Eugene V. Debs and Emil Seidel on the public platform, innumerable magazine writers and clergymen, and William D. Haywood in the industrial field. These men are apostles of revolution; the "New Strike" is revolt, and it is for this that the employer of labor must prepare himself.

The Industrial Workers of the World is the organization back of the new



Clearing the streets of strikers at Lawrence.



A strike meeting in New York City.

strike. It is a revolutionary labor movement, differing in every essential from the trades union form of organization. It does not permit organization except by industry; trades and crafts are not allowed to form unions whose interests may oppose those of other trades and crafts. In the most recent demonstration of the new strike, the revolt of the waiters in New York, the craft union of waiters was speedily merged in an industrial organization which included cooks, assistants, bell boys and chambermaids. Under the old form of organization, the waiters, having their own union, could strike without affecting any of the other employes of the hotel. Their places could then in a measure be filled by pressing into service omnibusses, waiters' helpers, assistant cooks and other employes. The New Strike makes the grievance of one worker or of one group or trade the grievance of all concerned in the industry. It draws unto itself the unskilled along with the highly trained worker, and has been particularly effective with unorganized masses of men and women. In fact, the greatest security the employer can find today against the new strike is to have his employes organized into craft unions. For, strangely enough, the capitalist himself is not more violently opposed to the revolutionary organization than is the conservative trades unionist.

Wherever there is a large body of unorganized and unskilled labor, the Industrial Workers of the World may be expected. In such communities, as a rule, the scale of wages is not high, the standard of living is correspondingly low, and discontent prevails. Discontent is the mainspring of the I. W. W.; the new strike is their panacea. And there are many elements beside the low wage scale that make for discontent and for which the employer may be directly or indirectly responsible. Some of these are poor factory conditions, inferior housing, lack of individual consideration for the employes. Where these are to be found, the ground is ready for the seed of the new strike. Where, on the contrary, the housing conditions are supportable, the factories are decent, and the interest of the employer in the individual laborer does not end at the machine, the spread of the new doctrine is undoubtedly impeded. That lesson has been learned at Lawrence.

The Lesson of the Lawrence Strike

SINCE conditions in all the lesser manufacturing centers are rapidly approximating those which prevailed at Lawrence when the strike began, a glance at what happened there may be of value to employers. The unskilled labor of the mills was almost entirely foreign, which is becoming the case in every industrial center. The different nationalities formed colonies in several parts of the city, and the anomaly of dark, crowded tenements and slums at high rental in a community where land is cheap and growth without natural restrictions, was presented. The employers dealt with the men and women as individuals, paying no heed to a meager and ineffectual trade union organization, but the moment they became employes they lost this individuality.

Continued on Page 107.)

FITTING *the* ARGUMENT *to the* MAN

How the Wide-Awake Salesman Dovetails His Selling Talk Into His Prospect's Needs

By Richard W. Proctor

"BIRDSHOT" selling talks that shoot a mass of unrelated arguments at a prospect in the hope that one or more points will appeal to him, are passing with other guesswork business methods. Today the real salesman—the one whose name tops the sales list—first finds the prospect's attitude or needs and then dovetails his selling talk with those needs. Many arguments that failed to interest a prospect would have landed orders had they been applied through his "point of contact." How seven salesmen in various businesses turned indifference into orders by touching the mainspring of the prospect's desires is here told.



"Can't do it!" said Nickelsen. "It takes me the best part of an hour to enter up my records."

PREPARATORY to starting in business in a middle west city a young man answered the advertisements of three duplicating machine concerns. At that time the prospect, whom we call Smith, occupied desk room in the office of a firm of accountants.

The first salesman to call evidently took his cue from the name and business lettered on the door, for he started to tell of the relation of his machine to an accountant's office. He related how one firm of accountants increased its business by issuing a weekly bulletin; how another concern made its record blanks on the machine, and so forth.

Later in the day the second salesman arrived. He first asked Smith if he knew anything about duplicating machines. On receiving the reply that the salesman for a competing machine had called a few hours before, he started to compare the relative merit of his machine with that of his competitor. He talked about the automatic typesetter on his machine, the adjustable margin stops, the throw-out attachment, the method of placing the "form" in and removing it from the machine, and so forth—technical terms which were practically unintelligible to the prospect. His entire talk tended to impress the prospect that his machine was highly complicated and required an experienced operator to handle it.

Then came the third salesman. "Mr. Smith, my name is Coxon—I've called from the Blank Company in answer to your letter"—that was his introduction. His next remark showed him to be a real salesman. "For what purpose do you require a Blank machine?" he asked.

"I'm thinking of starting in the form-letter business," was the prospect's reply.

Then, sure of his ground, Coxon started to tell of the big opportunities in this line of business. He backed up his statements by giving names and addresses of men and women who had recently started "letter-shops" with his machine. Then he produced a tabulated statement showing the cost of doing business, prices to charge, best methods of obtaining orders, and so forth.

Continuing, he promised to refer customers to Smith in the event of his buying a machine. "In fact," he continued, "I can turn a big customer over to you right away. If you'll come with me now I'll introduce you to him and land his order for you."

On arriving at the customer's office Coxon introduced Smith as a man who had just started in the form-letter business, and asked for an order in his behalf. He obtained it. When outside the office, Coxon remarked to Smith, "See how easy it is to obtain orders. Now come to the office and I'll help you get this letter out on one of our stock machines. Then you can see how easy the work is."

The job was completed the next day, and Coxon accompanied Smith when he delivered it to the customer. This done, Coxon said, "I'll have a machine in your office this afternoon, Mr. Smith. You can try it for a week or so free of charge, and we'll send an operator with it to give you a thorough training in the work."

For the next week or so Coxon visited Smith several times each day—encouraged him by relating how other men had built up snug businesses with his machine as a basis—gave him "leads" to follow up, and in two cases actually brought orders to him. Three weeks later he talked terms and left Smith's office with a cash-down payment and five monthly notes for the balance of the purchase price.

Real salesmanship landed the order for Coxon. Smith didn't care about how a duplicating machine could be used in an accountant's office, nor was he yearning for a mass of technical information on the operation of the machine. What he wanted to know was how much money he could make in the business, how to start, and the best way to run his office. These things—and more along the same line—Coxon told him, and in consequence landed the order.

A SKILLED salesman no more thinks of attempting to sell his goods until he knows what the prospect wants them for, than a doctor does of prescribing for a patient until he knows the disease he is to treat.

The first step in salesmanship is to discover the prospect's needs, and then to base the selling talk on those needs. Many are the methods for thus discovering the prospect's "point of contact." Oftentimes a point-blank question to the prospect as to

(Continued on Page 108.)



1.—*Looking toward Wall Street and the Singer Building.*



2.—*Up Broadway to the Wholesale District.*



3.—*A Bird's Eye View of Lower Broadway.*

The BUSINESS of America as Seen from the Top

THE photographs illustrated on these pages were taken from the topmost point of the Woolworth building, which is now the highest building in the world. They present a striking bird's-eye view of New York's varied business activities: 1.—Lower Broadway leading to the financial district; in the foreground is the Singer building. 2.—Looking up Broadway into the district where the wholesale trade is located.

ALTHOUGH New York is more than a thousand miles from the center of population, it is unquestionably the business heart of America. Within its narrow space are concentrated the forces that, in large measure, drive the nation's industries and maintain its commercial supremacy. In the lower part of Manhattan are congregated, almost within a stone's throw of one another, great banking houses, national railway systems, concerns whose influence in trade is world-wide, wholesale houses, jobbers, manufacturers and dealers in every line of merchandise. The interests of these firms extend throughout the country, and business, as a whole, responds to their condition.

At a point close to the mathematical center of New York's business activities is rising to completion the great Woolworth building, which towers more than 750 feet above the sidewalk. This immense structure is the latest addition to the world's wonders. It is, for the moment, the tallest building in the world. Close to it, within its shadow, are other buildings that have borne this distinction—the World building, with its gilded dome, which was the original skyscraper; the Park Row building, whose twenty-six stories ten years ago excited the amazement of millions; the Singer building, which only three years ago eclipsed all former building efforts.

Whether or not the limits of skyscraper construction have been reached in the Woolworth building remains to be seen. As it is, it rises into the sky like a giant column which might have been set to mark the point from which American business enterprise radiates to the far corners of the earth. To the south of it is the narrow lane of lower Broadway and its narrower



4.—Looking down upon the Park Row Building.



5.—The Docks and the Shipping District.

NESS Heart erica

of the Woolworth Building

3.—Looking down upon the spire of St. Paul's church, a grass spot in the midst of heavy structures of stone and steel. 4.—The Park Row building, ten years ago the tallest building in the world. 5.—Looking over the house tops to the docks. 6.—Park Row, the buildings of the New York World and the New York Tribune showing in the lower right hand corner and the great new Municipal building in the centre.



6.—Newspaper Row and the New Municipal Building.

side streets leading to the financial district, the seat of the nation's money kings. To the north is the long stretch of upper Broadway, whose sides are lined by wholesale houses in the textile, millinery and accessory fields, with the clothing and hosiery sections further up. Here are jobbers, factors and great manufacturing firms whose lines are carried by thousands of salesmen from one end of the country to the other. To the west is the wholesale grocery district, pungent with the odors of coffee and spices, and beyond are the docks from which the products of our mills and factories go out to sea. Within the shadow of the Woolworth building lies "Newspaper Row," and over the Row across the wide stretch of the East river is Brooklyn, with its great shipping and manufacturing interests.

Situated in a very real sense at the pulse of American business activity, the Woolworth building is the greatest of all skyscrapers. The main portion is thirty stories high, the tower rising to a height of fifty-five stories above the street. The weight of the building and its contents has been estimated at about 135,000 tons. This load is distributed over 60 main columns, the greatest load for a single column being about 9,500,000 pounds. The building contains more than one thousand offices which are reached by twenty-four passenger elevators. When completed, it will include within itself a small city. The street floor will have stores fronting on the main streets, besides an arcade opening on these same streets. Altogether the ground floor will contain eighteen stores and booths and there are in the building safety deposit vaults, shower baths and a swimming pool. Its total cost will exceed $13,500,000.—*S. I. Loeb.*



In the shops the boys are put to work under the instruction of the foreman. Their work is given special attention and they are carried on the company's pay roll during their course of training.



After two month's training the boys can usually read a blue print as well as any man on the bench, and their work in the drawing room compares favorably with that of the draftsman.

TRAINING the BOY to BE a BETTER WORKMAN

By J. H. S.

IF YOU pick out a mechanic at his work in the average shop and ask him to write an intelligent and legible description of what he is doing, he is seldom able to do so. He may be a skilled worker, but he is likely to be deficient in the ordinary requirements of an education. This condition has caused a dearth in shop foremen. Mechanics may be had by crooking the finger, but capable, intelligent foremen are scarce.

In every large factory town the authorities are obliged to face the problem of the boy who leaves school to go to work. This is due generally to the fact that the family is large and the younger members are obliged to contribute to its sustenance; or it may be that the boy is lured by the hum of industry around him and is eager to learn a trade. The father is a skilled mechanic and it is his ambition to become one. Statistics show that of all boys in factory towns who enter the public schools, only 10 per cent of them go as far as high school and only 10 per cent of those ever graduate. Therefore, only 1 per cent of these boys are able to take full advantage of our system of education.

This is a condition that has occasioned much comment among educators and others who are interested in the training of the coming generation. Our public school system itself has contributed to this end, since it has not included in its courses much that is of practical value to boys having a technical bent of mind. Recently, however, there has been a move in the other direction, and one phase of it is a "co-operative" course which has been adopted by some of the schools in industrial communities.

At Sparrows Point, Md., are located the great works of the Maryland Steel Company, employing 5,000 men. The town is immediately adjacent to the works and the public school there has an enrollment of 800 pupils. This school, catering as it does to an absolutely industrial community, (only employes of the company live in the town) bears a unique relation to the other schools in the East. Believing that the interests of the town would be best served by establishing courses adapted to the peculiar needs of the community, the school authorities, in conjunction with the officials of the Steel Company, have adopted a system which provides for the development of trained mechanics as a part of its curriculum. The Steel Company has thrown open its shops to the use of the boys who are taking this course.

Under the system which has been developed, the boys are paired, one partner spending a week in the shops working under instruction at his trade, while the other spends the same week in the class room. The next week they alternate. While in the shops the Steel Company places the boys on its pay roll so that the matter of contributing to the family treasury is solved and the boy's education is not stunted. Special attention is given to these boys while in the shops and they make greater progress than an ordinary apprentice. When the boy graduates, he is given work at a master's wages.

This course was started at Sparrows Point about a year ago with eight boys enrolled. The boys have become profoundly interested in their work and the shop foremen are enthusiastic over the progress they are making. In the pattern shop, after two months' training, the boys can read a blue print as well as any bench man there and an official of the company gave it as his opinion that their work in the drawing room, when compared with that of a regular draftsman, was most creditable. The experiment thus far has proved a complete success, and will undoubtedly be extended into other industrial communities.

At the Sparrows Point school, the co-operative courses for boys have been supplemented by courses for girls, which aim to make them self-supporting. Home economics, plain sewing and nursing are a part of their curriculum.



Today, in the Northwest, the town-site follows the rail. Steel is the real unit of urban life. The railroads are solving their future traffic problems by building up a new country.



The pioneer home-seeker nowadays moves into a country that is already opened up. He finds made-to-order cities awaiting him and business opportunities already created for him.

CREATING TRAFFIC for the RAILROAD

How One Road is Putting New Towns on the Map and Developing a New Country as a Means of Providing Future Business

By Jewett E. Ricker, Jr.

NOT many years ago—in the early days of our own lost West—the railroad followed the town. Eighty per cent of the towns and cities west of the Mississippi owe their beginnings to a handful of homeseeking pioneers. The family, in those days, was the unit of urban growth. The sudden whim of a pioneer formed the nucleus of a town; a forced halt meant the foundation of a future city. Towns sprawled out here and there where the fortune-seeking pilgrims—for one reason or another—were compelled to rest. So the railroad, reaching out for new fields and new freight, followed the town.

Today—in the Northwest—all this is reversed. To the tune of fifteen hundred miles of steel a year the railroads are forcing new towns to grow. Steel, in the prairie provinces, is the real unit of urban life. The town and city follows the rail. Railroading, for that reason, offers different business problems—traffic is created rather than sought; freight is made, not found.

Laying Out a Railroad and a Country Together

IT was in 1903 that the project of building an "All Canadian" railway from the Atlantic to the Pacific first took definite shape. A thousand obstacles stood in the way. Topographical and engineering questions at times seemed beyond solution. But the biggest and most far-reaching difficulty was a purely business problem. Western Canada at that time was practically undeveloped. Cities of the size of Calgary, Edmonton, Regina and Saskatoon were hardly more than struggling frontier towns. And so, in view of these facts, the road when completed stood to face a tremendous loss. It was a situation unique in railroad building.

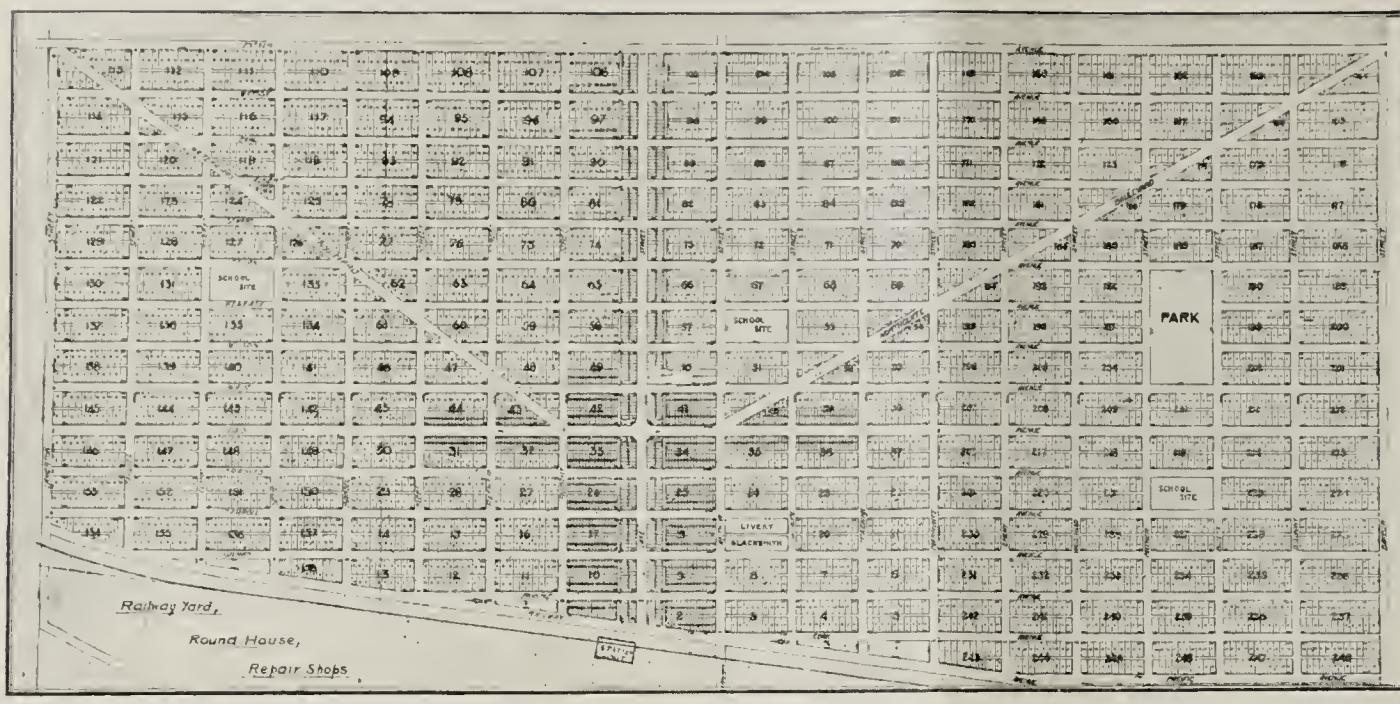
It was obvious that the railroad must do one of two things—either take an enormous initial loss, or build up the country along its lines. It chose the latter. Today, as a result of this decision, over three thousand six-hundred miles of the main line have already been built—thirteen hundred miles of which are in the provinces of Manitoba, Saskatchewan and Alberta alone. Also, by virtue of this decision, the Grand Trunk Pacific—the railway in question—has become the greatest town-building factor in the history of the world.

One of the first steps in this process was to take a map of Canada and lay out upon it the future lines. Five thousand miles of branch lines were marked off in addition to the main road already built, and every mile of these lines was laid out with a view to developing new country, land where settlers are needed, and territory which will support a big business and farming population. Every fraction of the line was planned to the minutest detail for the eventual business of the road.

So much for the road itself. Next came the problem of creating business for the line. That meant people. People meant business. Business meant towns. That is the trinity of industrial progress. It is also, as stated, the old sequence in which they came. But the railroad turned the old system exactly around—and decided to build the towns first.

Starting on the east at Fort William it was early evident that a town was needed at a point half-way between Lake Superior and the Manitoba prairies. So the officials of the road, with one stroke of the pen, put Graham on the map. Then they backed up that paper-decision with divisional railway shops, roundhouses and switch-yards—a healthy beginning for any town. Within six months banks and stores, hotels and office-buildings had sprung into being—and Graham was a full-fledged, thriving business center.

Further along, on the edge of the prairie

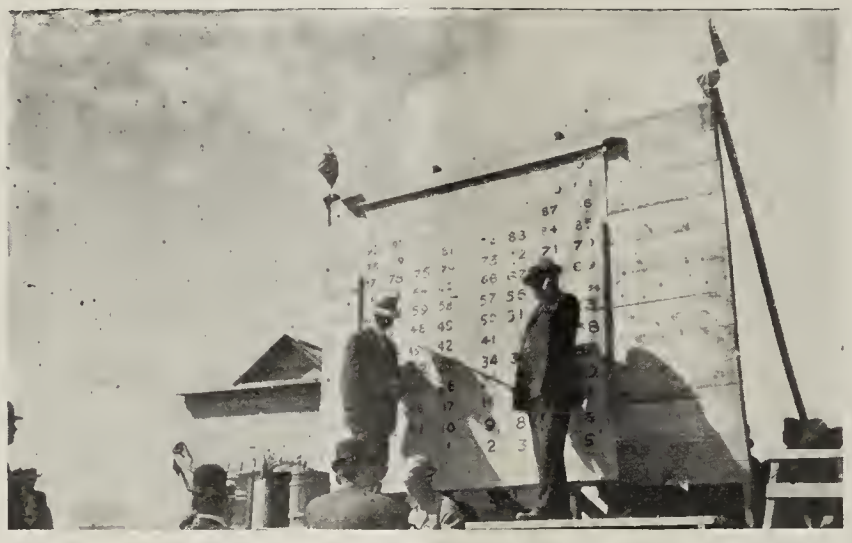




The Plan of Mirror

In laying out the town-site experts are called in. Their work is done with scientific precision. The result is that when the site is completed you have a finished town—a built-to-order city that is ready in waiting for its future growth.

section, the same thing was done again and this time the word "Transcona" appears above a dot on the map. Then, as the rails went farther west, Rivers, Melville, Watrous, Biggar, Wainwright, Edson and other towns—separated at regular intervals—came into being. Later a branch line—tapping the heart of Saskatchewan—was flung north and Cudworth began to grow with leaps and bounds. Still another line, dropped south to the center of the rich farming section of Alberta, put the town of Mirror on the charts of the Canadian West. And so, one by one, the towns and cities of the prairie provinces sprung into being on the grain-swept plains. The traditions of town building were upset. A new angle in railroading was begun. Steel, not people, had become the unit of urban growth.



"Six-seventy-five, did you say"—a scene at the public auction of town lots in Mirror, Alberta Province.



Steel arrived in Edson in August, 1910. Its population at that time was 15. At the end of two years it contained 1,253 people and 67 places of business.

Building a City to Order

AND now for the business side of it. It is not an easy thing to build a town. From a purely commercial standpoint it is a hazardous undertaking at best. Intricate problems must be faced and met. Therefore it was necessary for the railroad to reduce the matter to a scientific basis. Obviously enough, its first serious difficulty lay in the selection of proper sites for the towns. A number of things had to be carefully considered—and each one of these, of necessity, weighed from both the viewpoint of the railroad and the needs of the country about.

Therefore, when a new town is in contemplation experts are sent out to investigate the needs of the surrounding country, what classes of business are most in demand and the probable amount of trade available. Then, without a given radius, the best sites are chosen by a process of natural selection. It is necessary, for instance, to place them far enough apart to give each its own constituency of farming districts. Adaptability of soil and natural drainage are carefully considered, as well as available room for the future expansion of the town.

Then comes the laying out of the town-site itself. Here experts, who have studied the problems of town-building are called in. Their work is done with scientific precision. Business and residence sections are defined. Room is left for wide streets and parks. Factory and industrial subdivisions are carefully laid out, with a view to transportation and shipping facilities. The result of which is that, when the town-site is completed, you have a finished town—a built-to-order city that is ready and waiting for its future growth. It is like a magnificent new office building before the tenants pour in. And they come, too, in much the same way.

Edson, Alberta, for instance, furnishes a rather typical—but not unusual example. Steel arrived in Edson in August of 1910. Its population at that time was fifteen. Six months later it had grown to a village of four hundred and ninety. Eleven months later it was a full-fledged town of eight hundred inhabitants. Today, less than two years after its first lots were staked off, it is a town of 1,253 population, has sixty-seven places of business, a building valuation of $486,000 and a land assessment of $3,000,000. That is the story of but one town.

(Continued on Page 110.)

HOW to FIGURE Freight RATES

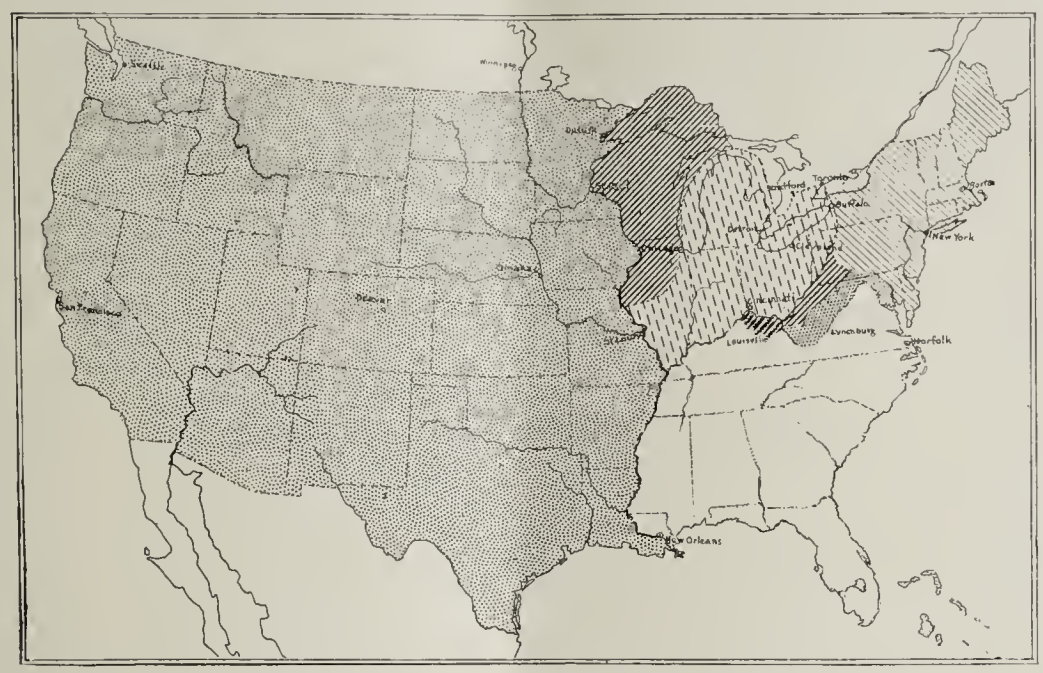
Points That Every Shipper Should Bear in Mind in Forwarding His Goods

By H. P. Blum

AN Alabama lumber man had an opportunity to sell some lumber in Pennsylvania. It was necessary for him to know what the transportation would cost in order to base his selling figure. He inquired of the railroad as regards the price of the service and was advised that the rate between the two points was 16 cents. He sold and shipped the lumber, in all, ten carloads. Then the railroad discovered that the rate was 23 cents—which it proceeded to collect.

The charges absorbed not only all the dealer's profit, but caused him a loss. He applied to the Interstate Commerce Commission for reparation, but was informed that he could not recover, because 23 cents was, in fact, the regular published rate, and the railroad was forbidden by law to accept less. He carried the case by appeal to the United States Supreme Court, which affirmed the decision of the Interstate Commerce Commission. It held in theory that the 23 cent being published—or printed somewhere in one of a mass of papers or tariffs, which could be deciphered only by one of expertness—the shipper could have found out for himself instead of simply taking the carrier's word for it. The railroad employe acted in good faith when he quoted the 16-cent rate, but this experience shows that even the railroads can err in deciphering the rate sheets.

When it is considered best for the interest of the shipping public as a whole that the harm done by such mis-quotation cannot be rectified how necessary it becomes for the shipper and the receiver to study this freight question by use of all the facilities that may be offered. In fact, the Mann-Elkins law makes it not only profitable but essential for the customer of the railroads to inform himself regarding his traffic relationship. Ninety per cent of the shippers are devoid of knowledge in this respect. Knowledge of the act to regulate commerce



Southern Classification Territory.

Central Freight Association Territory within Official Classification Territory.

Western Classification Territory.

Western Territory subject to Official Classification Rates on Shipments from Eastern Points.

—particularly the tariff publication clause, of the conditions upon which freight rates are compiled, of freight classification matters, of basing through and combination rates, of class and commodity rates, of packing and describing shipments, of routing and misrouting of freight, of how to save demurrage, of minimum charges and weights, of tracing delayed shipments, of handling damaged shipments, of collecting overcharge and damage claims are all of incalculable importance.

Classifying Your Goods

IN the shipment of freight, classification is the first step. In fact, it is the very basis of rate making. That this importance is recognized by the railroads is displayed by the effort of the traffic officials for over two years to standardize this feature of the business by the creation of a Uniform Classification. The trend of modern business is in the direction of uniformity and nowhere would it be more desirable than in the work of classifying freight. This subject is easily one of the irritating barriers existing between shipper and the carrier because of its complexities. Its operation is a source of continual friction, and with the idea of doing away with this complication, carriers are now establishing through rates between various points and embodying same in published tariffs. These tariffs invariably contain a clause relating specifically to the shipments which are governed by said tariff.

The Official Classification applies generally in the territory north of the Ohio and Potomac rivers and east of Lake Michigan, Chicago and the Mississippi river to the Atlantic seaboard, except locally between points in the State of Illinois. This classification also applies to local traffic between points on the Chesapeake & Ohio and the Norfolk & Western Railways, and between certain points on these lines and points in what is known as Eastern seaboard territory located north of the Potomac river. Through rates from points in Eastern seaboard territory to Nashville and Memphis, Tennessee, and New Orleans, Louisiana, are also subject to this classification, but on traffic originating in Official Classification Territory destined to points in Southern or Western Classification Territory, where through rates are published, the tariff specifying such rates, as a general rule, also carries a clause as to classification applicable. For example, on a shipment originating at Detroit, in the Official Classification Territory, destined to New Orleans in the Southern Classification territory, the tariffs invariably specify that rates are governed by the Southern Classification.

Besides the three general classifications referred to there are classifications published by the Railroad Commissions of some of the states and also by the various freight associations. The Central Freight Association for example, while practically within the official classification territory, covers Ohio, Indiana, the lower peninsula of Michigan, the greater part of Illinois, the extreme western sections of New York, Pennsylvania and West Virginia, also extending up into the Canadian Classification, as far



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as Sarnia, Stratford and Toronto. The rest of New York, Pennsylvania and West Virginia, all of New Jersey and Delaware and a part of Virginia, in the Southern Classification territory, down to Roanoke, Lynchburg and Norfolk is included in what is termed the Trunk Line Association. The other classification territories are also subdivided in a similar manner.

The Southern Classification applies generally in the territory south of the Ohio and Potomac rivers and east of the Mississippi and between points on the Chesapeake & Ohio and Norfolk & Western Rys. The through class rates from points in eastern seaboard territory to points in southern territory are also, with a few exceptions, governed by this classification.

The Western Classification governs in the territory west of Lake Michigan and a line drawn from Chicago to St. Louis, and in all the territory west of the Mississippi river. The class rates applying between Pacific coast points and points in the territory, Missouri river to Atlantic seaboard, inclusive, are also subject to this classification. Shipments in official classification territory, however, to points between Lake Michigan or Chicago and the Mississippi River to St. Paul, and on up the Minnesota line to Duluth, are carried at St. Paul rates and the official classification governs.

But that is not all; for certain reasons numerous "Classification Exceptions" are published by individual roads. A wise shipper will study these carefully. *They may affect his freight.* The regular classification may give a product one classification basis, the exception another,—lower. For instance, paper bags—carload, are shown in Official Classification as fifth class. The "Exceptions" of a number of roads quote sixth class, with minimum applying as per regular classification.

Another case: Official Classification gives to furniture, not otherwise specified, second class basis, minimum 10,000 pounds, whereas the exceptions excluding a small number of localities, names third class basis and a slightly higher minimum of 12,000 pounds. These are but a few of many similar examples, and the size of the car must also be taken into consideration.

The amendment to the Interstate Commerce Law compels the printing and filing of all these features, but that does not mean that the railroads will point them out. The diligent shipper scans every publication that might bear upon the transportation of the article he manufactures. Eternal vigilance is the price of saving money on his freight bills.

How to Apply the Tariffs

I HAVE indicated the technical railroad outline of classification as a basis for the assessment of rates and charges. Of more importance to the ordinary shipper perhaps is the proper packing and describing of his shipments so as to secure as favorable a classification as possible. This is a matter of deepest concern and one that is often overlooked. The average shipper probably does not know that the railroad clerk has nothing before him in the performance of his duties but the description on the bill of lading or shipping ticket to guide him as to what may be the correct classification and consequent rate to apply thereto, and a great many who pack goods properly do not describe them on their dray tickets in the right manner.

On the other hand, numerous shippers are not rigid enough in their instructions to packers in having their articles properly assembled and packed so that they will not only go through with the least liability to damage, but at the lowest rates.

For example, in the furniture business it is often a matter of difficulty to have agencies classify such products as sectional bookcases and filing cabinets as such, thereby taking first class rates in Western and Southern Classifications and one and one-half times first class in the Official Classification territory, instead of as furniture, taking two times first class rates in all classification territories. As a further instance, in shipping sectional bookcases through Official Classification territory it is proper to crate and classify them merely as bookcases on a basis of one and one-half times first class, but a shipment into Western Classification territory requires that the goods be boxed and described as Boxed Sectional Bookcases, thereby taking first class, whereas had the shipment been crated or described as a bookcase, one and one-half first class rate basis would have governed. Again on this commodity into Southern Classification territory it was necessary that the shipments be described as Sectional Bookcases in Tiers—Boxed, thus deriving a first class rate basis. Otherwise classified—charges would have been assessed on basis of one and one-half times first class rates.

Some articles have their classification determined by the dimensions of the package. If the article is one of these the shipper had better consult the classifications, for if he does not specify the dimensions of his shipment on his shipping tickets, he may unintentionally be penalized heavily.

Overcharges are caused by mistakes of two kinds—in classifications and rates. The latter are the fault of the railroads, the former invariably that of the shipper and must

Comptometer

Why Not Try a Comptometer?

The trial costs you nothing.

Try it on your book work—on extension of bills and inventories—on percentages, payrolls, subtraction—whole numbers, fractions—anything in figures.

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The Comptometer is a means of economy—not a source of expense. It is adaptable to any system of accounting.

It is also perfectly interchangeable on any kind of work. The same model Comptometer used by the bookkeeper for additions and subtractions, serves for bill extensions and percentage divisions without change or adjustment.

You can have a Comptometer on trial in your office for the asking—the only obligation you assume is to give it a thorough workout on all your figuring.

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Ask for particulars about this offer; also for descriptive literature including our booklet, "Rapid Mechanical Calculation."



FELT & TARRANT
MANUFACTURING CO.
1722 N. Paulina Street, Chicago.



Message Bearers Ancient and Modern

Pheidippides, the most noted runner of ancient Greece, made a record and an everlasting reputation by speeding 140 miles from Athens to Sparta in less than two days.

Runners trained to perfection composed the courier service for the transmission of messages in olden times. But the service was so costly it could be used only in the interest of rulers on occasions of utmost importance.

The Royal messenger of ancient times has given way to the democratic telephone of to-day. Cities, one hundred or even two thousand miles apart, are connected in a few seconds, so that message and answer follow one another as if two persons were talking in the same room.

This instantaneous telephone service not only meets the needs of the State in great emergencies, but it meets the daily needs of millions of the plain people. There can be no quicker service than that which is everywhere at the command of the humblest day laborer.

Inventors have made possible communication by telephone service. The Bell System, by connecting seven million people together, has made telephone service so inexpensive that it is used twenty-five million times a day.

Captains of war and industry might, at great expense, establish their own exclusive telephone lines, but in order that any person having a telephone may talk with any other person having a telephone, there must be One System, One Policy and Universal Service.

AMERICAN TELEPHONE AND TELEGRAPH COMPANY

AND ASSOCIATED COMPANIES

Every Bell Telephone is the Center of the System



be avoided unless he insists upon wasting money in the payment of freight charges. He had better contemplate the peculiarities of the article he is shipping, then search the classifications for some division that would exactly describe the article but naming a lower basis.

Take blank cards, for instance. These are classified as such in the classification, but at the same time a number of commodity tariffs in various territories carry a rating on *cardboard, cut in shape,* and accord to this inelegant description rates much lower than the aforesaid class rates. Mind that shipments are not to be mis-classified; there is a heavy penalty for that, but a search for an advantageous accurate description often derives the benefit of commodity rates designed to apply upon certain products.

Recently in scrutinizing the classifications for staves, heading and hoops, I found them all right, described as such, but a search through various commodity tariffs revealed the same product classified as Slack Cooperage Stock, Barrel Material, and as Forest Products in all cases, of course, deriving rates lower than would apply under straight classification basis. Similar conditions affect all staple products.

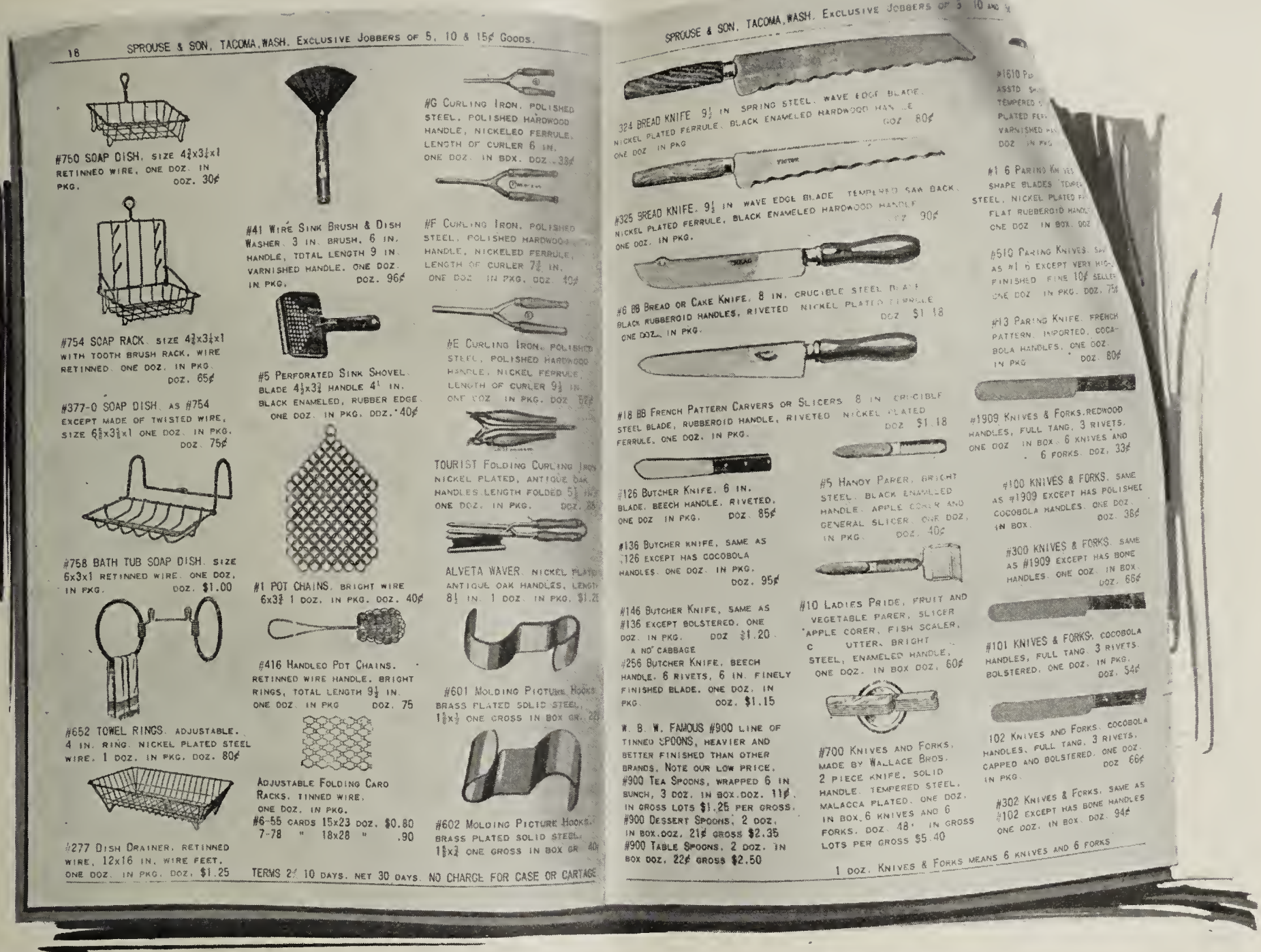
Bills of lading forms printed so as to describe freight exactly as it is in the classification work tremendous savings. If a different wording is necessary to make them conform with commodity or special rate descriptions, that feature should be provided for also.

Where to Find the Rates

CONGRESS wisely incorporated in the Interstate Commerce Act, amended in its last form into the Mann-Elkins Law, the publication clause. Valuable extracts from this clause are as follows:

"That every common carrier subject to the provisions of this act shall print and keep open to public inspection schedules showing the rates and fares and charges for the transportation of passenger and property which any such common carrier has established and which are in force at the time upon its route. The schedules printed as aforesaid by any such common carrier shall plainly state the places upon its railroad between which property and passengers shall be carried, and shall contain the classification of freight in force, and shall also state separately the terminal charges and any rules or regulations which in any wise change, affect or determine any part of the aggregate of such aforesaid rates and fares and charges. Such schedules shall be plainly printed in large type and copies for the use of the public shall be posted in two public and conspicuous places, in every depot, station, or office of such carrier where passengers or freight, respectively, are received for transportation, in such form that they shall be accessible for the public and can be conveniently inspected.

"No advance shall be made in the rates, fares, and charges which have been established



18 SPROUSE & SON, TACOMA, WASH. EXCLUSIVE JOBBERS OF 5, 10 & 15¢ GOODS.

#750 SOAP DISH. SIZE 4¼x3½x1 RETINNED WIRE. ONE DOZ. IN PKG. DOZ. 30¢

#754 SOAP RACK. SIZE 4¾x3½x1 WITH TOOTH BRUSH RACK, WIRE RETINNED. ONE DOZ. IN PKG. DOZ. 65¢

#377-0 SOAP DISH. AS #754 EXCEPT MADE OF TWISTED WIRE, SIZE 6⅝x3½x1 ONE DOZ. IN PKG. DOZ. 75¢

#758 BATH TUB SOAP DISH. SIZE 6x3x1 RETINNED WIRE. ONE DOZ. IN PKG. DOZ. $1.00

#652 TOWEL RINGS. ADJUSTABLE. 4 IN. RING. NICKEL PLATED STEEL WIRE. 1 DOZ. IN PKG. DOZ. 80¢

#277 DISH DRAINER. RETINNED WIRE, 12x16 IN. WIRE FEET. ONE DOZ. IN PKG. DOZ. $1.25

#41 WIRE SINK BRUSH & DISH WASHER. 3 IN. BRUSH, 6 IN. HANDLE, TOTAL LENGTH 9 IN. VARNISHED HANDLE. ONE DOZ. IN PKG. DOZ. 96¢

#5 PERFORATED SINK SHOVEL. BLADE 4½x3¾ HANDLE 4¹ IN. BLACK ENAMELED, RUBBER EDGE. ONE DOZ. IN PKG. DOZ. 40¢

#1 POT CHAINS. BRIGHT WIRE 6x3¾ 1 DOZ. IN PKG. DOZ. 40¢

#416 HANDLED POT CHAINS. RETINNED WIRE HANDLE, BRIGHT RINGS, TOTAL LENGTH 9½ IN. ONE DOZ. IN PKG DOZ. 75

ADJUSTABLE FOLDING CARD RACKS. TINNED WIRE. ONE DOZ. IN PKG.
#6-55 CARDS 15x23 DOZ. $0.80
7-78 " 18x28 " .90

#G CURLING IRON. POLISHED STEEL, POLISHED HARDWOOD HANDLE, NICKELED FERRULE. LENGTH OF CURLER 6 IN. ONE DOZ. IN BDX. DOZ. 38¢

#F CURLING IRON. POLISHED STEEL, POLISHED HARDWOOD HANDLE, NICKELED FERRULE, LENGTH OF CURLER 7½ IN. ONE DOZ. IN PKG. DOZ. 40¢

#E CURLING IRON. POLISHED STEEL, POLISHED HARDWOOD HANDLE, NICKEL FERRULE, LENGTH OF CURLER 9½ IN. ONE DOZ. IN PKG. DOZ. 52¢

TOURIST FOLDING CURLING IRON NICKEL PLATED, ANTIQUE OAK HANDLES LENGTH FOLDED 5½ IN. ONE DOZ. IN PKG. DOZ. 85¢

ALVETA WAVER. NICKEL PLATED ANTIQUE OAK HANDLES, LENGTH 8½ IN. 1 DOZ. IN PKG. $1.2[illegible]

#601 MOLDING PICTURE HOOKS. BRASS PLATED SOLID STEEL, 1⅜x½ ONE GROSS IN BOX GR. 22¢

#602 MOLDING PICTURE HOOKS. BRASS PLATED SOLID STEEL, 1⅜x½ ONE GROSS IN BOX GR. 40¢

TERMS 2% 10 DAYS, NET 30 DAYS. NO CHARGE FOR CASE OR CARTAGE

SPROUSE & SON, TACOMA, WASH. EXCLUSIVE JOBBERS OF 5, 10 AND [illegible]

324 BREAD KNIFE 9½ IN SPRING STEEL, WAVE EDGE BLADE, NICKEL PLATED FERRULE, BLACK ENAMELED HARDWOOD HANDLE ONE DOZ IN PKG DOZ 80¢

#325 BREAD KNIFE. 9½ IN WAVE EDGE BLADE TEMPERED SAW BACK, NICKEL PLATED FERRULE, BLACK ENAMELED HARDWOOD HANDLE ONE DOZ. IN PKG. DOZ 90¢

#6 BB BREAD OR CAKE KNIFE. 8 IN. CRUCIBLE STEEL BLADE BLACK RUBBEROID HANDLES, RIVETED NICKEL PLATED FERRULE ONE DOZ. IN PKG. DOZ $1.18

#18 BB FRENCH PATTERN CARVERS OR SLICERS 8 IN CRUCIBLE STEEL BLADE, RUBBEROID HANDLE, RIVETED NICKEL PLATED FERRULE, ONE DOZ. IN PKG. DOZ $1.18

#126 BUTCHER KNIFE. 6 IN. BLADE. BEECH HANDLE. RIVETED. ONE DOZ IN PKG. DOZ. 85¢

#136 BUTCHER KNIFE, SAME AS #126 EXCEPT HAS COCOBOLA HANDLES. ONE DOZ. IN PKG. DOZ. 95¢

#146 BUTCHER KNIFE, SAME AS #136 EXCEPT BOLSTERED. ONE DOZ. IN PKG. DOZ $1.20

#256 BUTCHER KNIFE. BEECH HANDLE. 6 RIVETS, 6 IN. FINELY FINISHED BLADE. ONE DOZ. IN PKG. DOZ. $1.15

W. B. W. FAMOUS #900 LINE OF TINNED SPOONS, HEAVIER AND BETTER FINISHED THAN OTHER BRANDS. NOTE OUR LOW PRICE.
#900 TEA SPOONS, WRAPPED 6 IN BUNCH, 3 DOZ. IN BOX. DOZ. 11¢. IN GROSS LOTS $1.25 PER GROSS.
#900 DESSERT SPOONS, 2 DOZ. IN BOX. DOZ. 21¢ GROSS $2.35
#900 TABLE SPOONS, 2 DOZ. IN BOX DOZ. 22¢ GROSS $2.50

#5 HANDY PARER. BRIGHT STEEL. BLACK ENAMELED HANDLE. APPLE CORER AND GENERAL SLICER. ONE DOZ. IN PKG. DOZ. 40¢

#10 LADIES PRIDE. FRUIT AND VEGETABLE PARER, SLICER APPLE CORER, FISH SCALER, C UTTER. BRIGHT STEEL, ENAMELED HANDLE, ONE DOZ. IN BOX DOZ. 60¢

#700 KNIVES AND FORKS, MADE BY WALLACE BROS. 2 PIECE KNIFE, SOLID HANDLE. TEMPERED STEEL, MALACCA PLATED. ONE DOZ. IN BOX. 6 KNIVES AND 6 FORKS. DOZ. 48¢ IN GROSS LOTS PER GROSS $5.40

#1610 PA[illegible] ASSTD SH[illegible] TEMPERED [illegible] PLATED FER[illegible] VARNISHED HA[illegible] DOZ IN PKG.

#1 6 PARING KN[illegible] SHAPE BLADES TEMPE[illegible] STEEL, NICKEL PLATED F[illegible] FLAT RUBBEROID HANDL[illegible] ONE DOZ IN BOX. DOZ

#510 PARING KNIVES. SA[illegible] AS #1 6 EXCEPT VERY HIG[illegible] FINISHED FINE 10¢ SELLE[illegible] ONE DOZ IN PKG. DOZ. 75¢

#13 PARING KNIFE. FRENCH PATTERN. IMPORTED, COCA-BOLA HANDLES. ONE DOZ. IN PKG DOZ. 80¢

#1909 KNIVES & FORKS. REDWOOD HANDLES, FULL TANG, 3 RIVETS. ONE DOZ IN BOX. 6 KNIVES AND 6 FORKS. DOZ. 33¢

#100 KNIVES & FORKS. SAME AS #1909 EXCEPT HAS POLISHED COCOBOLA HANDLES. ONE DOZ. IN BOX. DOZ. 38¢

#300 KNIVES & FORKS. SAME AS #1909 EXCEPT HAS BONE HANDLES. ONE DOZ. IN BOX. DOZ. 66¢

#101 KNIVES & FORKS. COCOBOLA HANDLES, FULL TANG, 3 RIVETS. BOLSTERED. ONE DOZ. IN PKG. DOZ. 54¢

102 KNIVES AND FORKS. COCOBOLA HANDLES, FULL TANG, 3 RIVETS. CAPPED AND BOLSTERED. ONE DOZ. IN PKG. DOZ 66¢

#302 KNIVES & FORKS. SAME AS #102 EXCEPT HAS BONE HANDLES ONE DOZ. IN BOX. DOZ. 94¢

1 DOZ. KNIVES & FORKS MEANS 6 KNIVES AND 6 FORKS

$338 Saved on 2000 Fifty-Page Catalogs

WHEN Sprouse & Son, Incorporated, of Tacoma, decided to issue a 50-page catalog, they got estimates from several printers—and then printed the catalog themselves, in their own office, on the Multigraph.

Their cost for material—paper, ink and the like—was $87; for labor—their own employees—$75; total cost $162. The lowest estimate they had received from any printer was $500; so the Multigraph saved them $338.

The size of the page was 8½ x 12 inches. The book contained nearly 1,000 illustrations, printed from elcctrotypes. The descriptive matter was set semi-automatically from the machine's self-contained type-equipment. And the work was real printing—not the typewriting you're accustomed to associate with the Multigraph.

That's the important fact to be learned from this advertisement.

The Multigraph does real printing—the kind you'd get from your printer if you waited longer and paid more.

It is not restricted to the self-contained type you'll be glad to use for emergency work or simple forms. You can use hand-set type in many sizes and styles; and by using electrotypes you can reproduce any size or style of type you wish, besides line-cuts, borders and ornaments.

And the Multigraph saves 25% to 75% of the printer's charge. Sprouse & Son, Inc., say it saves them 30% to 60% on stationery, system-forms and the like.

What would a saving of 30% to 60% of your printing-cost mean to you? Figure it up. We'll be glad to send a representative to assist you in compiling the information—with the distinct pledge that you can't buy a Multigraph unless you need it.

ASK us for literature, specimens and data. Ask us also about the Universal Folding-Machine and the Markoe Envelope-Sealer — both great savers of time and money where outgoing mails are large.

Write today. Use the coupon.

What Uses Are You Most Interested In?

Check them on this slip and enclose it with your request for information, *written on your business stationery*. We'll show you what others are doing.

AMERICAN MULTIGRAPH SALES CO.
1804 E. Fortieth St., Cleveland

Printing:
- ___ Booklets
- ___ Folders
- ___ Envelope-Stuffers
- ___ House-Organ
- ___ Dealers' Imprints
- ___ Label Imprints
- ___ System-Forms
- ___ Letter-Heads
- ___ Bill-Heads and Statements
- ___ Receipts, Checks, etc.
- ___ Envelopes

Typewriting:
- ___ Circular Letters
- ___ Booklets
- ___ Envelope-Stuffers
- ___ Price-lists
- ___ Reports
- ___ Notices
- ___ Bulletins to Employees
- ___ Inside System-Forms

THE AMERICAN MULTIGRAPH SALES CO.

EXECUTIVE OFFICES
1804 East Fortieth Street Cleveland

Branches in Sixty Cities—Look in your Telephone Directory

European Representatives: The International Multigraph Company, 59 Holborn Viaduct, London, Eng.; Berlin, W-8 Krausenstr. 70 Ecke Friedrichstr.



Right Under Your Own Hat Lies Opportunity

You have BIG chances for greater earning power, BEFORE YOU EVERY DAY. The opportunity to progress in every way lies within yourself.
Take advantage of your ambition—earn an important place in business, we will help, we will show you how, as has been shown to hundreds of other successful business men and women.

The International Accountants' Society, Inc.

offer for you **your** direct benefit complete, practical correspondence course of training and instruction in **Higher Accounting, Business Law, Cost Accounting, Auditing and Business Organization.**

These courses of instruction are scientifically prepared, they give you the best and most practical methods used today by the really **big** men in accounting.

The method of instruction is perfect in every detail, you get personal instruction from expert examiners.

These courses of instruction will thoroughly equip you to hold any position no matter how difficult the auditing and accounting questions may be.

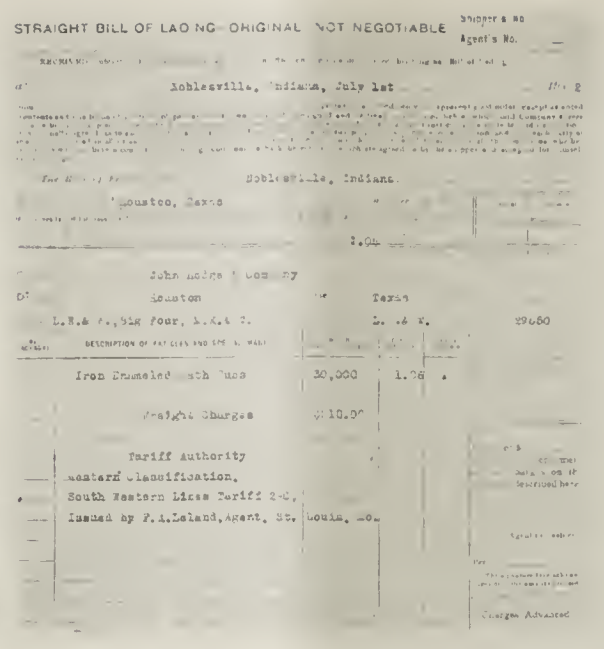
If you want to know of the great opportunities this lucrative field offers you:—

If you want to know about some of those who have made a great success in this work:—

If you are interested in this profession:—

Write to us today for our 56-page Souvenir Prospectus. It is FREE, without obligation TO YOU.

THE INTERNATIONAL ACCOUNTANTS' SOCIETY, Inc.
91 W. Fort Street Detroit, Mich.



STRAIGHT BILL OF LADING ORIGINAL NOT NEGOTIABLE

Shipper's No.
Agent's No.

Noblesville, Indiana, July 1st

Noblesville, Indiana.

Houston, Texas.

John Hedke & Co.

Houston Texas

L.S.& W., N.Y.C.Lines, Sou.Pac.S.S.Lines at New York, Lare G.H.& S.A.R.R. L.S.& W. 29650 at Galveston.

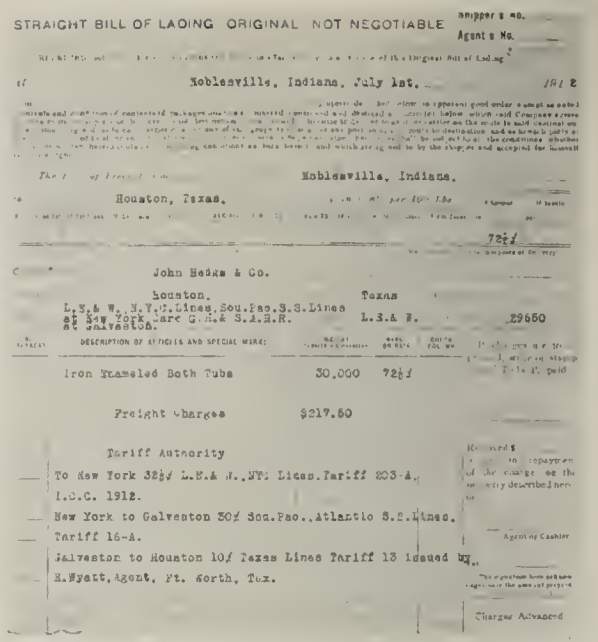
DESCRIPTION OF ARTICLES AND SPECIAL MARKS

Iron Enameled Bath Tubs 30,000 1.06

Freight Charges $318.00

Tariff Authority
Western Classification,
South Western Lines Tariff 2-C,
Issued by F.A.Leland, Agent, St. Louis, Mo.

Charges Advanced



STRAIGHT BILL OF LADING ORIGINAL NOT NEGOTIABLE

Shipper's No.
Agent's No.

Noblesville, Indiana, July 1st,

Noblesville, Indiana.

Houston, Texas.

72½¢

John Hedke & Co.

Houston. Texas

L.S.& W., N.Y.C.Lines, Sou.Pac.S.S.Lines at New York, Lare G.H.& S.A.R.R. L.S.& W. 29650 at Galveston.

DESCRIPTION OF ARTICLES AND SPECIAL MARKS

Iron Enameled Bath Tubs 30,000 72½¢

Freight Charges $217.50

Tariff Authority
To New York 32½¢ L.S.& W.,N.Y.C. Lines Tariff 203-A, I.C.C. 1912.
New York to Galveston 30¢ Sou.Pac.,Atlantic S.S.Lines, Tariff 16-A.
Galveston to Houston 10¢ Texas Lines Tariff 13 issued by H.Wyatt, Agent, Ft. Worth, Tex.

Charges Advanced

Two Bills of Lading on a possible consignment. One would forward the shipment via a high rate route, the other via a low rate route, the latter affording transportation costing $100.50 less on merely one carload. Noblesville, Indiana, is designated as the point of shipment as it is an actual manufacturing center of iron enameled bath tubs. Note the specific references to the current Railroad Tariffs in substantiation of the rates.

and published as aforesaid by any common carrier in compliance with the requirements of this section, except after ten days' notice; which shall plainly state the changes proposed to be made in the schedule then in force, and the time when the increased rates, fares, or charges will go into effect; and the proposed changes shall be shown by printing new schedules, or shall be plainly indicated upon the schedules in force at the time and kept open to public inspection. Reductions in such published rates, fares, or charges, shall only be made after three days' previous public notice, to be given the same in the same manner that notice of an advance in rates must be given, and when such common carrier shall have established and published its rates, fares, and charges in compliance with the provisions of this section, it shall be unlawful for such common carrier to charge, demand, collect or receive from any person or persons a greater or less compensation for the transportation of passengers or property, or for any services in connection therewith, than is specified in such published schedule of rates, fares, and charges as may at the time be in force."

The act adds that every common carrier must file with the commission copies of its schedule of rates and shall notify them of changes in the same. It also provides that railroads shall file copies of contracts or traffic agreement with other roads affecting the tariffs. These provisions place within the reach of every shipper the means to have an exact knowledge of the rates at which his goods are forwarded. It is not always an easy matter, however, to decipher these schedules as compiled by the railroad. It requires an understanding of rates and tariffs that is little less than expert and many concerns employ for this purpose a traffic manager whose chief duty is to prevent over-charges and secure profits.

Invariably, the first step in tariff making is the compilation and publication of class rates. After these have been issued frequently peculiar factors enter in compelling the issuance of other rates, usually lower. These are published in Commodity Tariff issues. As additional demands and conditions spring up new rates are published in supplements to the original tariff. At one time a large number of such supplements to almost every tariff were in effect, but the Interstate Commerce Commission now requires that but two supplements can be in force at one time.

Sometimes new rates are published to common points on these commodities or even on classes, the tariff specifying the basing point only, although by so doing all the rates within a certain intermediate distance would be affected.

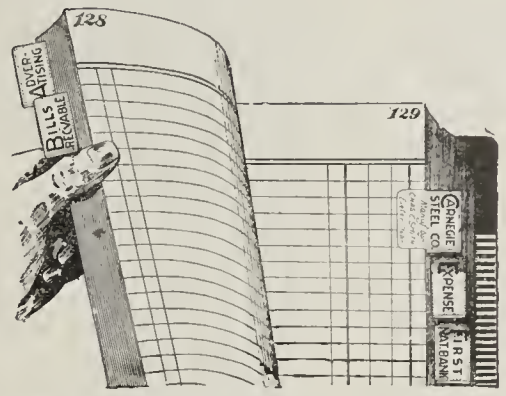
The shipper, in order to save money, must study all the features of rate making. He will secure copies of tariffs affecting in any manner the territory from which, through which and into which he ships. He will get the territorial directories issued by various committees, study them carefully, reading them through and through, familiarizing himself with the various differentials and arbitraries. Frequently use of a class or commodity rate plus a differential or arbitrary one makes a very low total rate. Often a favorable combination can be made by adding class rate to commodity rate plus distance rate. The latter is a rate based solely upon mileage and governed by the extent of service performed in the sense of distance traversed in the haul of a consignment. These are very often published to apply within the confines of a single state and regulated by a state legislative body or railroad commission.

Smith's Adjustable Index Tags

Are Always On the Page You are Using

(As Your Work Moves Forward From Page to Page the Tag Goes With It.)

Description: Spring Steel Clips, enclosed in leather tabs, on which any inscription may be written or printed. They can be instantly slipped on a leaf or card and hold tight—but do not tear or mark the leaf. They can be quickly removed to another page or to another book.



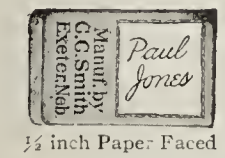
We guarantee that the tags will pay for themselves in the time saved by their use and we will send tags to any responsible person or firm on trial, to be returned if not found profitable.



1 inch Plain Leather



¾ inch Paper Faced



½ inch Paper Faced



⅜ inch Paper Faced

Four of our Seven Sizes. The Paper Faced Tags are the most popular.

Tags to Write On: You can write any inscription and change it as often as desired. The PAPER FACED TAGS have over the leather a facing of the best Buff Ledger Paper, giving the most desirable surface for writing with either pencil or pen, and permitting of erasure and rewriting. The PLAIN LEATHER TAGS have a good surface for writing in ink.

Alphabets: FIFTEEN different Alphabets. The letters from A to Z (including Mc) are made in SEVEN STYLES or FIVE SIZES of tags, and SUB-DIVIDED ALPHABETS are made in EIGHT different sets, ranging from 26 to 200 sub-divisions of the alphabet. (Fifteen tags overlapped, extend only six inches.)

A Complete Line: SEVEN SIZES, in TWO STYLES—Something to fill every need. For the largest Account and Record Books and for the smallest Memorandum Books. Large tags for long inscriptions and smaller tags for short ones. For indexes that are permanent or for indexes that are changing.

For Loose Leaf Books they are far superior to any other index. They save the space usually taken up by index leaves and can be instantly changed from one leaf to a new one.

SEND NOW for Catalogue and Sample showing how YOU can save time and labor

Charles C. Smith, Dept. A

Manufacturer of
Smith's Enameled Steel Signals

Exeter, Nebraska



THESE TWO CAN DO 8 MEN'S WORK

Suppose you had eight clerks—never make a mistake, never ill, never idle, never tired, all infallible.

Suppose they cost all told $1 a day and occupied the space of an office boy's desk.

Then you would have nearly the equal of one

MONTAGUE

OFFICE ADDRESSOR & IMPRINTER

For accounting purposes—routine office work—wherever names are used.

The Montague is simply an imprinter—imprints from a one-piece metal plate raised or embossed in typewriter type and prints through a typewriter ribbon—imprints names, addresses, records wherever needed—on time card, work ticket, pay envelope, pay check, stub, receipt, statement, laundry slip, shipping tag, dividend check and addresses and *gets the follow-up out on time*. So simple a boy can imprint 1,000 to 1,500 forms an hour.

The Montague is as necessary and as logical a short cut as the typewriter or adding machine.

You have use for this imprinter now. But to know how you have use for it you must first know the machine.

Hence the *most self-confident* selling plan ever originated.

Let this $37.50 machine prove to you that it will do eight clerks' work. Set it up in your office—test it out on your own work in your own way for six months, and if it is not satisfactory in every way, ship it back to our factory.

This is not liberality—just self-confidence—confidence that after you use the machine it will prove so valuable you won't give it up.

The price is small—imprinter about pays for itself in two full days' work—and whatever risk there is, we take the larger part.

Let us show you not only economy, but speed, accuracy and efficiency in office methods.

For full information, write your name and address on bottom margin, tear off and mail.

Represented by Best Office Supply Houses.

MONTAGUE MAILING MACHINERY CO. MONTAGUE BLDG. CHATTANOOGA, TENN.

Addressors, Publication Mailers and Efficiency Systems $15 up.

Getting the Most Out of the Rates

BY order of the Interstate Commerce Commission, the publication of a through rate between any two points removes the applicability of all combination rates, such through rates being the legal rate. The aggressive shipper, however, will not allow this to dampen his ardor in the search for favorable combinations. Immediately upon discovery of a combination of rates or sum of locals being lower than a through published rate, he will call the condition to the attention of the general freight agent of the line via which his consignments will move to the destination involved. This road will invariably publish as the through rate a special or commodity on the shipments involved equivalent to the sum of the local or combination rates. The existence of such lower combination in substance destroys the integrity of the higher through rate. To make effective this new reduced through rate requires twenty-four hours' notice to the Interstate Commerce Commission, whereas the ordinary course of filing rates requires thirty days before becoming legally effective.

A number of articles of furniture are classified as one and one-half times first class in Official Classification territory and first class in Western Classification territory. Cincinnati to St. Paul, first class rate is 91 cents, Official Classification governing. Under this classification the rate on these articles is $1.36½. A combination cheaper can be made using one and one half times first class to Chicago of 60 cents and first class Western Classification beyond of 60 cents, or sum of locals of $1.20, a difference of 16½ cents on every 100 pounds. This cheaper rate of $1.20 has been published as a commodity on New Furniture items by one line, not only to St. Paul but to Minneapolis, Duluth and Minnesota Transfer and several hundred points taking the same rates, all these places being known as group points. This reduced rate not only applies on straight shipments to the cities referred to, but the same is used as a basing rate to all localities north and northwest on business going beyond.

Business to Southeastern and Carolina territories can often be routed so as to save freight expense by differentiating between Ohio river crossings and Virginia cities. Very often it is found that while the rates on Ohio river crossings are lower on one class, on another the Virginia city combinations are found lower in other classes. The prudent shipper figures each class of merchandise through all gateways via which it would be possible to route. On freight destined to Arkansas, Louisiana and Texas he studies the combinations carefully that can be made through the common points—Shreveport, La.; Little Rock, Ark.; Texarkana, etc. The rates to Pacific coast points from eastern and middle states are very much less than the rates to thousands of places intermediate. The houses in the section specified getting the persimmons in these towns often do so by beating their competitors and the rate game at the same time, simply by shipping to Pacific coast cities in car lots and reconsigning back at local rates.

It was revealed at one of the hearings of the Interstate Commerce Commisison that a Chicago manufacturer of mining machinery could save 15 cents per 100 pounds on his product from Chicago to San Francisco, Cal., by shipping to Shanghai, China, back to San Francisco over the Pacific ocean two times.

On traffic to and from the Atlantic coast certain differential lines and routes are permitted to charge less than other standard lines which practically perform the same service but with superior facilities. The difference lies in the fact that the cheaper rates via the differential lines involve a part haul by water. Very good service at considerably reduced rates can often be had through Philadelphia, especially by rail and water, to New England points and to and from other coast points via Norfolk and Newport News, Va.

Rates northbound or southbound making on Ohio river crossings should be figured through all such points. Rates to places making on these crossings widely vary via different routes for the reason of strong competition and disadvantages suffered by some lines in having to haul longer distances.

There are places but ten or twelve miles north of Cincinnati on business from which it is cheaper to route via Louisville to all points in the south and actually in the southeast although Cincinnati is distinctively a gateway to the south. This is in no sense a discrimination, but a peculiar traffic condition brought about by the geographical advantage of one line and its proper sense of acumen in deriving as large a proportion as possible of the through rates.

The ramifications of the transportation business are so vast as to preclude any possibility of simplifying it to a degree that would prevent the better informed shipper, or the concern with a traffic expert on its staff, gaining a tremendous trade advantage over their weaker fortified competitors. In fact, the large steel companies and others who employ a traffic manager find that he saves them his salary many times over.

THE architect's "blue print" has a pretty hard time of it. Buffeted by winds, exposed to weather, constantly handled, rolled and unrolled, folded, crumpled and crushed—it is no wonder that many architects are asking for "blue prints" made of

Brown's Linen Ledger Paper

It is the toughest, strongest, longest-lived paper. Though made for record books and ledgers, it will withstand severest outdoor usage and exposure. State, county and city governments, banks and corporations use it for books whose records must be preserved.

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L.L.BROWN LINEN G PAPER CO. LEDGER



DeLuxe
LOOSE LEAF LEDGERS



WHEN you buy a loose leaf ledger outfit you should give careful consideration to each of the three things which it comprises; the binder, the sheets and the index. In the **binder** you want a strong, service-giving device that will hold your sheets in perfect alignment, and afford ample capacity for the insertion of additional sheets as your business increases. In the **sheets** you want writing and erasing quality combined with flexibility which allows the sheets to break sharply at the hinge and makes the ledger flat opening. In the **index** you want the speediest possible reference to **all** accounts both in the current and transfer binders. You want a simple, practical and automatic system that will enable your bookkeeper to get his accounts posted quickly and accurately.

An Indestructible Binder

The De Luxe Binder has a formed steel case which is light, compact and unbreakable — a decided improvement over the brittle, easily broken aluminum cases formerly used. The mechanism is simple, yet strong and durable, gripping the sheets firmly, as in a vise, and holding them always in perfect alignment. The De Luxe is shown in the illustration with the new improved curved hinge which allows the covers to drop back on the desk without throwing the leaves into a curved position.

A Flat Opening Leaf

We have adopted for all our stock and special ledger sheets the new Flexo Linen Ledger paper, made by the celebrated Byron-Weston Mill. This paper is treated by a patented process as it is being made, and a flexible hinge is formed, which causes the sheets to lie perfectly flat in the binders. Carried in stock in seven forms of ruling and seventeen sizes.

A Rapid Indexing Method

Our Pubreco Fibreloid Index with Quick Reference Chart successfully accomplishes that long sought result—a practical, automatic self index. The tabs are celluloid, amalgamated to sheets of extra strong Weston's Ledger paper, the lettering is **under** the transparent celluloid and can never be defaced. You can't pull Pubreco Tabs off the sheet because the tab and the sheet are **one piece.** Pubreco Tabs are only one-third as thick as leather tabs, and you can carry 200 Pubreco division sheets in your ledger without bulking it at the tab edge.

Only Found in the De Luxe

These three distinctive features of the De Luxe Ledger Outfits give you a combination of unequalled durability, efficiency and convenience. They are not found in any other outfit. Ask for De Luxe, the perfect ledger Costs no more than the ordinary kind. Sold by stationers everywhere.

Send for Catalog We have a splendid catalog that is full of up-to-date loose leaf ideas and should be on the desk of every user of loose leaf goods. Write for it to-day.

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All stationers. Send 10c for sample box of 50, assorted. Illustrated booklet free. *Liberal discount to the trade.*

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IN OTHER MEN'S FACTORIES

A Department of Ideas and Methods That Have Been Tried Out in Other Plants—Little Schemes That Add to the Economy and Efficiency of Operation

A Time Card for Automatic Operations

IN THE manufacture of uniform appliances as of a gas machine, work consists of a standard list of operations. Usually approximately thirty operations will cover all of the day's run. This makes it possible to enter on a four by six-inch time card all the labor information necessary for accurate cost keeping. The time of beginning a job and the closing off time are indicated in the second column of the form, being put down in pencil. It is a simple matter and the only pencil work necessary, to draw a line through the printed name of the operations at which the time indicated was consumed, to record to a certainty just how the indicated time was spent.

AMERICAN GAS MACHINE CO.'S TIME CARD

Order No. _____ Rate _____ Amount _____ Name _____

1	Automatic	START	UNUSUAL OPERATIONS	Assembling	Plating
				Babbetting	Polishing
				Boring	Punching
2				Crating	Riveting
				Cutting	Sawing
3				Drilling	Shaping
				Filing	Soldering
	Junior	FINISH		Fitting	Skinning
4				Finishing	Tanks
				Grinding	Tapping
				Labor	Testing
5				Laying Out	Valves
				Milling	Castings
				Packing	Generators
6	Hanson			Painting	Threading
					Turning

In the accompanying form three types of gas lighting machines are provided for: the "Automatic," "Junior," and "Hanson." These different types of machines are given numbers, so as to indicate the class of machine. A list of thirty of the usual operations is printed in the final columns, while the column next adjoining to the left is devoted to space in which may be recorded any unusual operations not listed among the thirty in type.

Suppose an employe to be at work on a No. 2 automatic machine starting at 8:30 and finishing at 12:30, spending his time riveting. He has but to draw a line through the number "2," the word "Automatic," enter his starting time and later his finishing time and draw a line through the word "Riveting" in the last column of form, in order to have a complete record. (In case the employes are inaccurate in entering up time, this may be done by a foreman or sub-foreman.)

This form has been used with great success where there are employes on the working force who have objection to doing much clerical labor, or whose education is such that they do not make accurate entries on more complicated forms.

The card, before being given out, is filled out as far as necessary, giving the order number, the rate, amount and name of the employe, so all that is necessary for the workman to do is to enter up his starting time and draw a line through the operation at which he is employed, and through the name and number of the machine upon which he is working. Even this may be done by factory clerks located at convenient points in the shops so that the workman himself is relieved of all clerical labor.

A Report That Works Wonders

ONE of the simple things that helps to get efficiency in the shop is a report of idle machines. A report system of this kind was lately put into operation in a shop where the foreman was extremely skilled in his line and an excellent manager of help, yet who could not be brought to see that an idle machine is as much an outlay as the idle man—that it is costing money every minute it stands without work. The foreman's assistant was given a book in which was entered every machine under the control of the foreman. In this the assistant was required to record the hours which any of the machines listed were kept idle for any cause whatever. The foreman and manager had agreed that not over fifteen per cent of the machines, with the work then in hand, should be idle at one time. Yet it took but a few days' trial to show that at times twice this amount were idle and that the daily average was close up to twenty per cent.

This record showed as nothing else could the exact status of idle machinery and the foreman now plans his work and the placing of his men so as to keep the infallible record sheet from indicating idle machines beyond the fifteen per cent mark. The system has been in operation some eight months now and not only is the production from eight to ten per cent greater, but the saving in overhead expense is appreciable as well. This is an instance of where it was possible to reach a good employe by means of a small system, where years of talk had been unable to accomplish any results.

Testing Valve Efficiency

IN order to eliminate and preclude any possible complaints regarding its product, the factory which operates the testing room shown herewith makes it a practice to test every valve manufactured. All valves are made of castings of some sort such as brass, iron, steel, bronze, nickel and so on. It is safe to say that no foundryman ever lived who could be absolutely sure a casting would look solid when he made it, or that it would prove solid when it only looked so. This is especially important when a casting is sold with a guarantee that it will stand any certain strain or pressure, but exceedingly important when the casting must not only stand normal strains, but will be subjected to the contraction and expansion strains caused when it is exposed to the extremes of heat and cold, for the same valve is just as likely to be used for steam at 400 degrees fahrenheit,



Classified Records Always at Hand

The National Office Register gives classified totals which furnish a per onal mechanical audit. Without asking anyone, you can always know the exact, up-to-the minute standing of the departments of your business.

The printed records are a check on every transaction. Mistakes are stopped. Detail work is reduced. Controlling figures are furnished without disturbing the business routine.

The kind of register for your business is determined by the classified totals you need.

The National Cash Register Company
DAYTON. OHIO

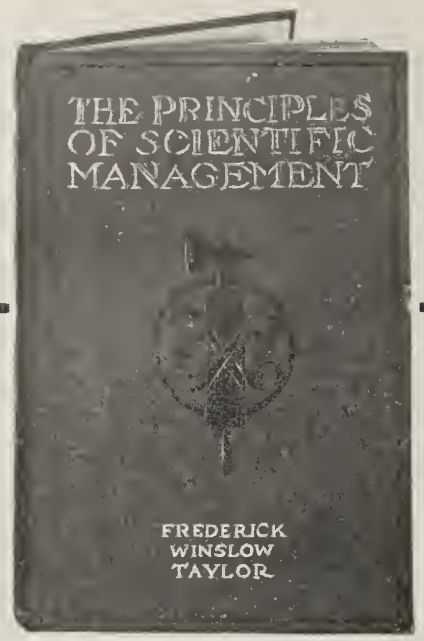
National Cash Register Company
Dayton, Ohio

Without any obligation on my part, I would like you to show me how by using a National Office Register I can have classified totals pertaining to my business always at hand. And how these figures will insure positive accuracy in the handling of my office records.

Name _____

Business _____

Address _____ A-8



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By FREDERICK WINSLOW TAYLOR

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The application of one of the principles advocated in this book enabled one small manufacturer to increase his output over 300%. In countless other instances it has doubled and trebled the capacity of factories.

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The Principles of Scientific Management is by far the most important book for every business man issued within the past ten years.

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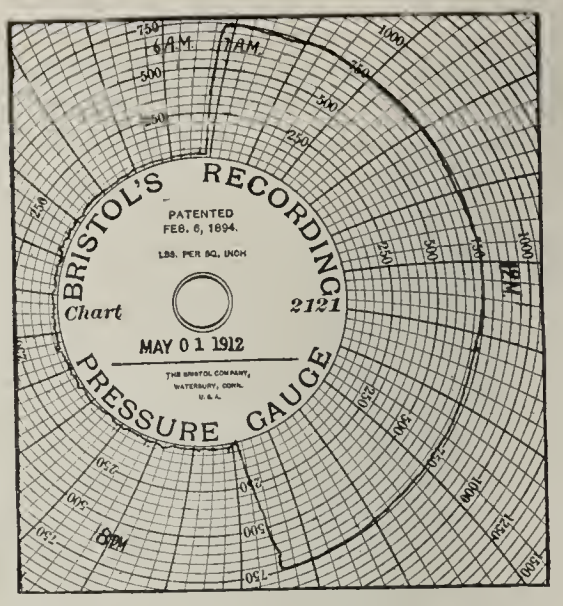
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The chart, taken from the larger instrument in the photograph, shows that on May 1st, the pressure was turned on at 10 minutes to 7 in the morning and immedialely rose to 750 pounds and continued at this pressure, varying but very slightly until 20 minutes after 5 of the same day, when it was turned off and quickly dropped again to practically zero.

and when off duty to be filled with cold water, which has condensed in the piping steam and has drained into it.

A good valve must stand these strains successfully, and most important of all must have metal in it so dense that it will stand a water or steam pressure two or three times greater than the ordinary pressure of the steam or water in the pipe lines which it controls, and it must perform this function without a leak through any part of the valve internal or external. This valve manufacturing concern carefully watches the castings at almost every stage of manufacture. When cast, when cleaned and at every successive measuring operation, and also when fitting together the parts here and there, detecting flaws and discarding bad parts. Even then, when a valve is "put up" even if every part looks perfect, they are not sure that the valve is trustworthy until it has been tested under conditions two or three times more severe than the conditions under which the valve must operate in actual service. For instance, a valve designed, built and tested for 125 pounds pressure in service must successfully stand a test of 250 pounds at the factory. For 175 pounds it is tested to 500 pounds and for 250 pounds in service it must undergo a test of 800 pounds. In the testing room shown the margin of safety is provided to take care of unusual shocks or strains that the valve may have in service. The large valve is an 8″ steel valve on test.

Both ends of the valve are covered with blank flanges, while the pressure is applied to determine whether or not the valve will leak from the inside to the outside. The smaller valve, over which the operator is working, is left with the end open and is being tested to see if the valve will leak through the discs when the valve is closed. Evidence of leakage is shown by slight sweats, sometimes a very small spray similar to that from an atomizer would indicate leakage. The location of the leak determines the part that is faulty, which, of course, must be discarded and replaced. The dials shown in the recording instruments on the wall in the background indicate the pressures applied. The larger one to the left records the pressure in use all during the day and night, and is under lock and key, so that the company has at all times a true and permanent record of the pressure used by the workmen in testing the valves for that given period. The workman is instructed what pressures must be applied and he always applies these pressures because he knows that the recording instruments will instantly tell when he is not following his instructions in detail.

Finding Use for Waste Steam

STEAM was exhausting into the air from an engine in a rubber factory. The vulcanizer required for its operation steam at forty pounds pressure. The exhaust steam had a pressure of two pounds. An engineer suggested the installation of a low pressure turbo-generator to utilize the waste steam. Engines were being used to furnish light and additional power. When the turbine was installed, it easily carried this load of one thousand kilowatts per hour; the engines were unnecessary and the expense of running them was saved.

How to Check Issues Against Orders

ASIDE from the regular requisition issued by the office manager, there must be taken into consideration in many factories the orders issued by foremen. Two methods of keeping track of foremen's orders are common. Both are good. The first is that of having the foreman duplicate his order automatically in an order register. The advantage of this register is that it has no loose pages to get lost or mislaid and it is an easy matter to make up the footings. The other method is that of having duplicate order slips in serial number so that any loss of an order slip would be noticed at once. A grand total is made of all orders issued by the management and by foremen. This grand total must check with the disbursements that are made from the stock room—an important check that is often overlooked.

Getting the Men to Work Full Hours

ALTHOUGH fines are probably the commonest means of getting employes to work on time, there are other effective methods which many concerns have adopted. One of these is a system of rewards for promptness. Docking the late arrival is not a part of the method of one large corporation. This firm, however, keeps a permanent record of tardy employes as well as over-time work, which is invariably taken into consideration when the lists of promotions or increases in salary are made up. A man's record of punctuality is a large factor in determining his fitness for greater responsibility or for increased pay. Exceptional ability will not secure advancement for him if his record is bad, although occasional lateness does not count against him if he has put in considerable overtime. As a result of this policy, which is well known to the employes, few of the men are willing to risk possible promotion by unpunctuality or unwillingness to do their share of the day's work, even though it carries them a few minutes beyond the whistle.



Stock Investment - - - $ 1,500
Sales, at 30% Gross Profit - $17,140
Stock Turnovers - - - - ?

How Many Stock Turnovers?

If you will answer this question your way, we will send you our new 100-page retail book, "A Better Day's Profits."

Many retailers *think* they turn their stock investment oftener than they really turn it. But imaginary turnovers earn no profit.

This book tells how chain stores, with *cut prices* but frequent turnovers—many small profits—*make money* while driving the little fellow out of business.

It tells how to *keep your dollars working*—how to put them into your business and take them out with a profit every week—how some retailers turn their stock every day.

Most retailers could turn their stock investment many times as often as they do. Would you like to learn how?

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We want to know how many retailers figure turnovers right. We'll send the book, free, to every retailer who tells us how *he* figures this problem.

Give us the answer on your letterhead, or ask how to get the answer.

225 Profits a Year

A fruit and vegetable peddler in Detroit turns his stock every day—he makes 225 different profits a year and doesn't work in bad weather.

He buys only what he can sell in one day. He carries no dead stock.

He undersells the grocer, yet his many profits are making him more money with only a wagon load of stock than lots of grocers make with a car load of stock.

It is not the amount of each profit that puts money in the bank. For instance, 52 profits of 5% each will pay more dividends on an investment than 12 profits at 20% each.

"Stretching the Capital" and "Buying for Profit," two chapters of the new Burrough's retail book, "A Better Day's Profits," explain how.



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Makers of adding and listing machines; listing and non-listing calculating machines; low keyboard visible printing adding machines—86 different models in 492 combinations of features—$150 to $950

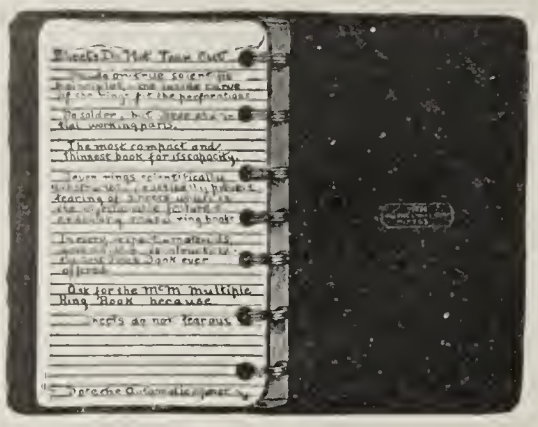
When to Requisition Small Parts

ONE of the problems in making up small parts ahead of time is that of keeping enough in stock so that there will never be a "run-out." A small part often takes several days to make, inspect and bin, and when, in assembling work, some small part is found to be running low, the shortage may delay general work for several days until the particular parts needed are made up.

One of the simplest methods of avoiding a run-out is that of arranging bins in the stock room so as to hold a definite number of small parts. These may be packaged or not into lots of fifty, one hundred or the like. Whatever number is decided upon is fixed as a standard that the bin shall always contain. When the minimum number for a particular small part is fixed upon, it is then a simple matter to paint the required number of boxes red or some other distinguishing color, so that when it is necessary to draw stock from a colored bin, this is an automatic means of notification to the stockkeeper that he is drawing on reserve stock. He will notify the proper authority accordingly.

There is one disadvantage in this method which must be looked for. That is, that the stock in the colored bins may be held so long as to depreciate. In some factories it is customary to clean these bins out periodically, as every six months, so as to avoid any rusted parts which might come from their never having been disturbed since first placed in the bin.

Mc M Multiple Ring Book



Sheets Do Not Tear Out

Seven rings scientifically made. Automatic openers for rings. 1-8 inch thinner than other books. Costs no more than the old kind.

OVER 350 STOCK SIZES AND BINDINGS

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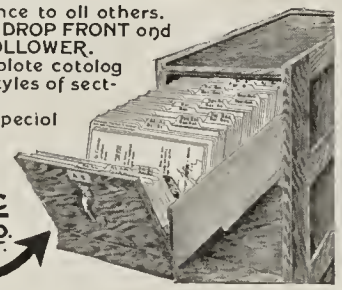
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is to want it in preference to all others. The only file made with DROP FRONT and AUTOMATIC TILTING FOLLOWER.

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W. L. TAYLOR, Accountant and Auditor,
Third Ave. & Lock St. CINCINNATI, OHIO

Signalling for Raw Material

A MODIFICATION of the common annunciator system is used in some shops to indicate when an operative is running out of material for his machines. When material is supplied from the stock room, the annunciator is placed at that point; when it is necessary, in order to keep a machine going, that a foreman or manager issue an order, then the annunciator leads to the foreman's bench or the manager's desk. From five to ten minutes before the operative runs out of work, he pushes a button near at hand, which indicates by means of the proper annunciator the number of his machine. He then can be easily supplied without his losing any time. Before this system was put in operation it was noted that workmen often lost as much as an hour a day, not so much by going after material as by using this excuse as a means of killing time.

Big Economies With Big Equipment

IN all ordinary manufacturing processes, the product passes from the raw material state to the finished product like a snow-ball rolling down a hill. Its shape and size is continually altered. It increases in weight as the various parts are added to it. In the case of large products like electric generators, motors, pumps, turbines and so on, their great weight requires big equipment to handle them. Yet, it is cheaper to carry these products to the various jobs than it is to have the jobs brought to the product. In fact, it is absolutely essential to move the product in the various stages where the different machines are located. And when this is done on a large scale, great economies may be accomplished.

The 120-ton 7-motor double trolley, each trolley of 60 tons capacity and equipped with a 5-ton auxiliary hoist, stands from center to center from the runway, rolls 65 feet and is used primarily for lifting the nearly completed locomotives from one end of the shop to the other as shown in the photograph. There are also two trolleys on the bridge which are entirely independent of each other and each of them of 60 tons capacity and they may, of course, be operated independently or together as shown. The crane proper travels on compensating trucks; that is, four wheels at each end of the crane so constructed as to take up any unevenness in the runway tracks.

The advantages of a crane of this capacity are practically self-evident. The principal one is the ability to transfer a practically complete locomotive from one end of the shop to another in fifteen minutes or less time. And the other is the economy in floor space that is possible with such equipment. If it were not for this crane the locomotive would have to be pulled out of a doorway by another locomotive, carried round by a track system and shoved back into the other end of the shop. This, of course, would require a great deal more time and would be much more expensive. In addition, the track system would not always allow placing of the locomotive in the most economical position.



The crane travels on compensating trucks and transfers a practically complete locomotive from one end of the shop to the other in 15 minutes time.

DONT DRAG COPY



Push It

HOW

GOOD strong copy. Copy that jumps, grips and pulls. Copy that will accomplish the desired result. High copy efficiency. How hard it is to get!

Often, as a business forges ahead into new copy needs, the exactly right copy seems dragging along somewhere behind so near and yet so far. You find yourself beset with an irritated dissatisfaction and impatience that longs to give a violent jerk, and land the refractory copy as the small boy lands his fish. When you can't do this, there seems nothing left but to go on dragging, dragging, dragging.

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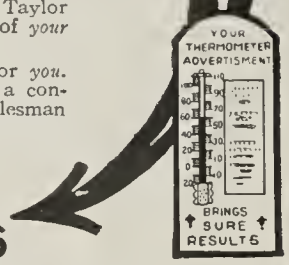
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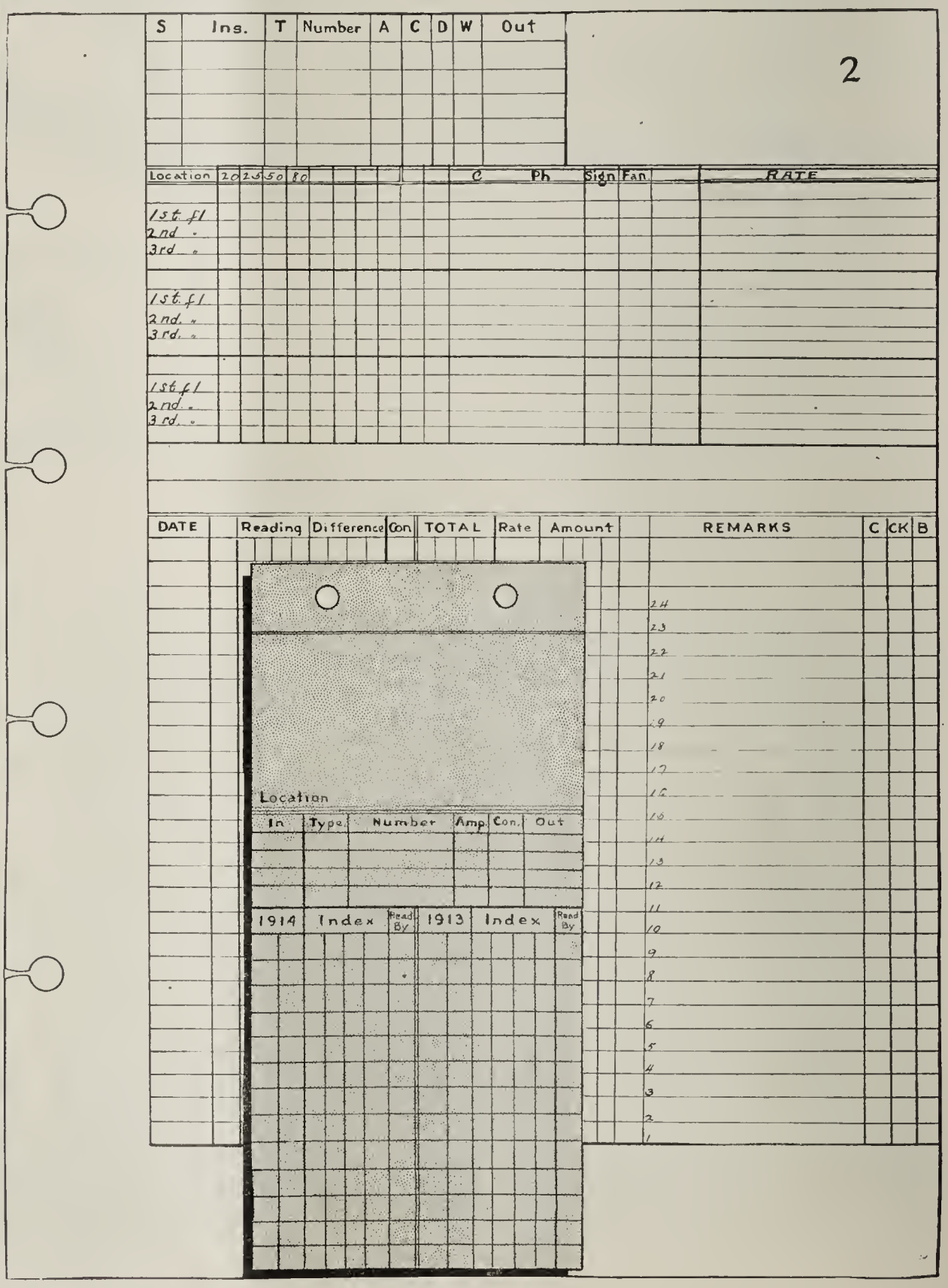
R. J. BENNETT, C. P. A.
1419 Arch Street - Philadelphia, Pa.

ELECTRIC LIGHT ACCOUNTING

As Applied to Customers' Records

By C. W. Buggy

IN TAKING care of new customers for electric light and power service the first thing the senior meter clerk does after recording the date of order is to send a work order and a contract notice to the addressing machine for a name plate. The Meter reader's slip (Form 1) Billing record (Form 2) and Ledger sheet (Form 5) are all made out immediately and an impression taken on the back of the Contract notice (Form 3). These forms and the service meter order are then returned to



the meter clerk and the upper part of the meter reader's record is filled out.

All meters should be read direct in figures from the dial face, this being the manner in which nearly all the companies read the meters at the present time. The meter reader will unconsciously or consciously refer to the previous month's consumption and if the two readings are widely different, he will of course look for an error in the reading. If the consumption is high, he notes on the back of the slip, anything that comes to his notice that might produce this condition. If a decrease, the same routine is followed, with the addition of a rough examination of the meter to see whether same is stopped or out of order.

The meter reader's record is read from lower right to upper left or in exact sequence of the billing sheet. On the back of the slip are spaces for notes. These records are locked in books according to location and the readers must turn in their books complete at the end of each day. Special and rereads are entered direct in the office, when the statements are taken, and in cases of absence or other reason for failure to read, the bill covering the particular meter is held out by the meter clerk, who can at all times know just how many readings are outstanding.

The senior meter clerk next takes the billing sheets and fills in the meter data at the left hand top. Class of service (light or power), date of installation, type of meter, number, amperes, constant, dial, whether two or three wire, and space for date of removal. This sheet takes care of one meter only, and if more than one, additional sheets must be used. Meters changed do not affect this record, except insofar as the left hand upper meter space is concerned. We have the connected load for light or power, or both if on one meter, and space for three distinct recounts of installation. The rate at the right hand side, with special notation and riders underneath. The sheet is worked from the bottom and runs for two years. If any special rate or method of computation out of the ordinary, is made use of the small figures (1-24) refer to numbered spaces on the back of the sheet where the solution is worked out. If an inspection, but not a meter test is ordered (or made without an order) the data is so noted under inspection reports. Likewise meter tests under the respective heading.

Form 4 is a combination test and examination card. If the accounting department desires either a test or examination of a meter, one of these cards is filled out so far as their data is concerned, including reason. The meter department returns the



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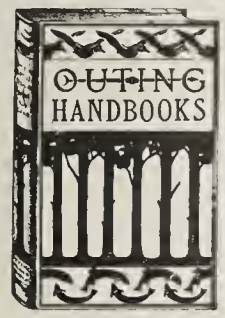
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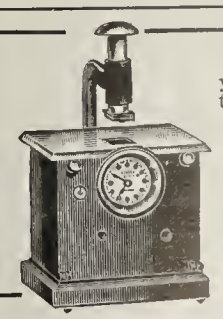
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Detroit, Mich. June 16, 1911

Gentlemen:—I must apologize for delay in answering your recent letter, but have been too much pressed for time.

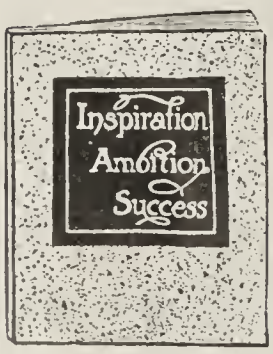
All three of the successful candidates in the recent C. P. A. examination were graduates of your course and all feel that they were aided materially by the mind training it gave them.

There were no questions on cost accounting at this examination, but the papers covered a very broad field. The time was ample with the possible exception of the last paper on practical accounting in which there was a question on the merger of three corporations which involved a large amount of detail.

With best wishes, I am
Yours very truly,
EDGAR T. WAGNER

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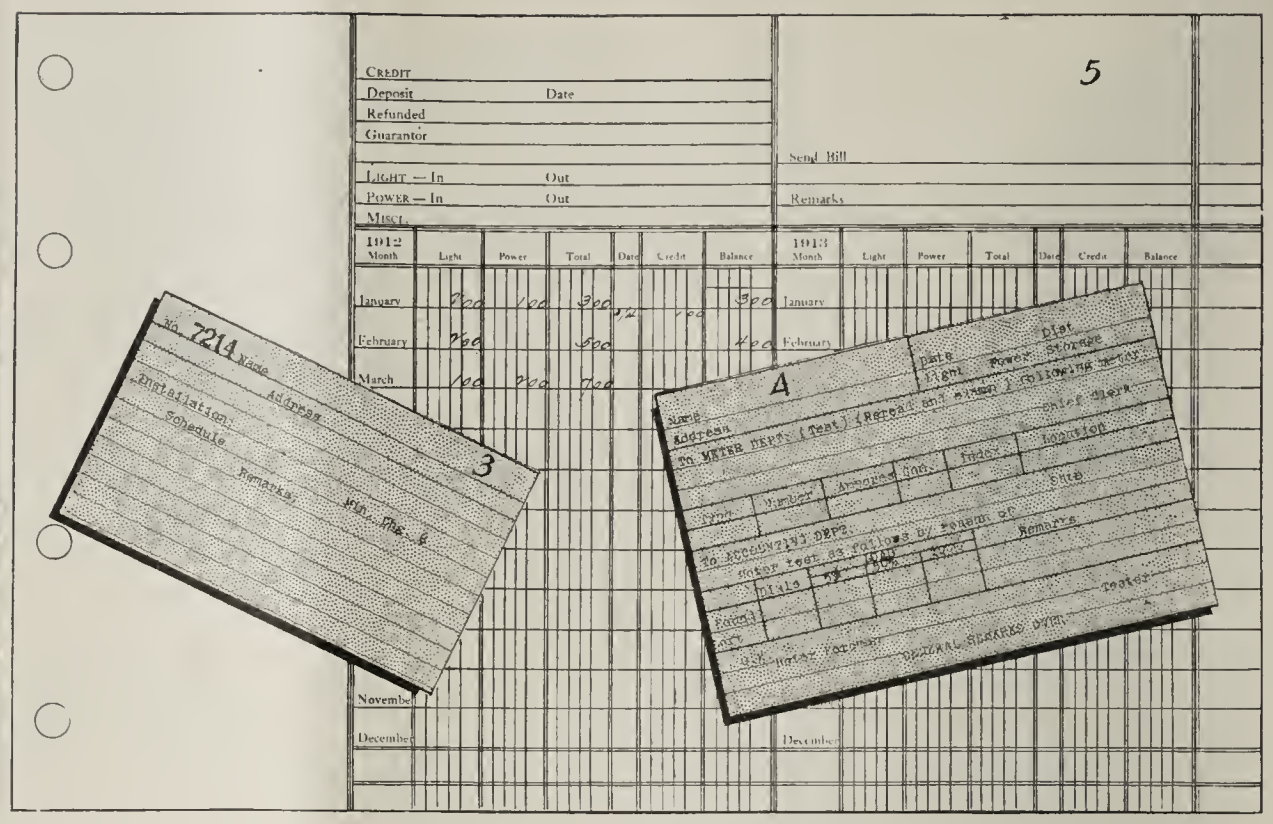
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card with record of the test or examination. Likewise if the meter department examines or tests a meter, their department fills out the card and sends it to accounting department. In this way the complete record of the customer, with the exception of the payments is shown on one form, the Billing Sheet; meter data, connected load, bills, rates, all special figurings, inspections and tests. How many other company's billing records will show this data in such a complete form?

The senior meter clerk gives the ledger sheet, completely filled out, to the bookkeeper, who places it in his ledger either alphabetically or according to location as circumstances require. The billing sheet, however, should always be placed in the district binder. The contract notice is filed numerically according to the contract number, this being the reason why sample impression of the name plate is made on the reverse side. This numbering also gives the accounting department the advantage of a numerical cross-index without additional labor. Special figurings and notes of the sales department as well as the accounting department are made on this card so that if the sales department call either the name or number of a consumer any information can be given immediately. In the ledger work, it will also be noticed that the number standing for the consumer saves valuable space and time, and in the event of auditing, the examintation can be made quickly and accurately.

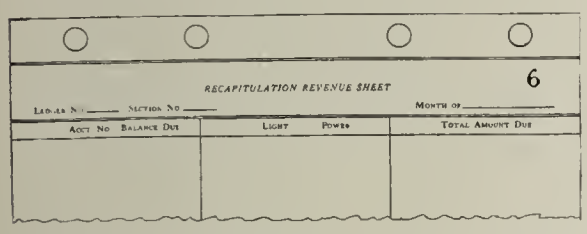
A senior meter clerk and billing clerk work together on the bills and billing sheet. The meter reader's record is not removed from the binder, but the binder with the readings is laid between the two clerks, the senior clerk on the left with the billing sheet and the billing clerk with the blank addressographed bills on the right. The meter clerk turns to his billing sheet and marks present reading, difference, constant, rate (regular or special) and extensions. The billing clerk has been doing the same thing. The meter reader's slip gives him the present and past readings, and he looks at the billing record for the rates and discount. This makes two distinct computations and the liability to err is remote, while no unnecessary labor is performed.

The bills are then turned over to the bookkeeper who enters them on his ledger under Light or Power account as the case may be, adds the balance due if any, and the bills are ready for distribution.

The ledger sheet is of the tumble type style, providing for two years on each side. Most of the companies charge gross amounts on the bills and ledgers, but allow a nominal discount for quick payment. Some also provide special columns for a detailed record of settlement, but so far as the ledger is concerned, the amount of a charge of $1.00 may be paid as 50c cash and 50c discount, but the ledger will be credited direct with $1.00. In a case where 50c only was paid and a balance of 50c due, the credit would of course be but 50c. In the month of January, on the form illustrated, the $3.00 charge was not paid and this amount was extended as a balance, being added to the February charge of $2.00 and a total of $5.00 shown. A partial payment was made of $1.00 leaving a February balance of $4.00, which was added to

the March charge. On May 6th, the total amount was paid and a hand dater used crediting same. The dater signifies "Paid to Date," and stands out very prominently on the ledger page. The ease and accuracy with which the dater is used makes it a time saver as well as an aid to neatness and as most of the customers pay at least before the monthly closing of the books, the use of the pen is about 5% to that of the hand stamp. The bookkeeper need not concern himself as to how the account was paid so long as the gross credit is accounted for; he merely puts the stamp across the credit column opposite the amount to be credited and the account is closed to that point. A moment's reflection will convince anyone that the liability to err is very small as compared with the old way of crediting cash and discount in pen and ink and checking same to see that they were put in the correct columns. The dater has proven quicker than the pen, while no one cares when looking at the ledger how the amount was paid, so long as it was paid. If a question arises, the original bill stub can be referred to, and the information ascertained.

Bills are posted and sent out each day, the ledgers and other data of this kind being divided into 25 sections to represent the working days of the month. The first district bills are posted under the section or

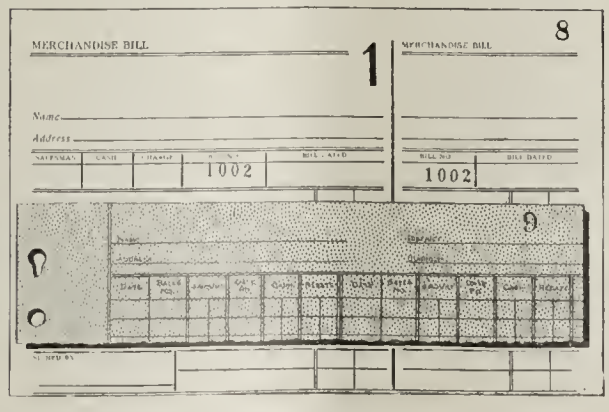


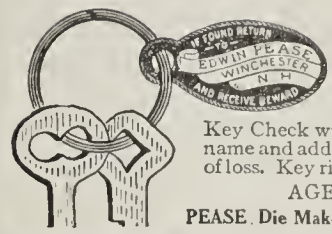
district 1, the different districts being added at the end of the month by having the bills listed on form 6 by a 15 bank adding machine split in three sections, and filled in by three operations. Let us start our sheet for January as noted on the ledger,—first we would have the consumer's Account number, which (no previous balance from December) would end the first operation. The addition of the Light and Power columns would complete the second operation while the third operation would consist of the Total balance due. The grand total of the "Total Amount Due" column must be the sum of the previous month's balance together with the addition of light and power. If there is an error in the ledger either in bringing down the figures or in cross-addition, or a key on the adding machine is improperly struck, it will make itself manifest in the grand cross addition of the sheet, and by running up the columns with a wide piece of paper and cross adding mentally, this can be located and corrected immediately. In other words, the running up of the month's business if foolproof and if necessary can be done by a junior clerk.

Contrast this method with the old style ledger running for one year with numerous half leaves, adding the various columns by brain and pen, and then transferring the totals to a summary sheet in the rear of the books. In the company with which the writer is connected, the addition of the old style ledger took some 40 odd hours time with hard labor and brain fag, while under this system it has been repeatedly finished within twelve hours and the bookkeeper far from weary.

Form 7 is a sample copy of the Cash Report run up on the adding machine from the bill stubs. This is a most efficient cash report, showing as it does, amount of delinquent separate from the current cash, and also separating the various other credits. The cashier takes the bill stubs from the drawer at the close of the day and makes out his cash report therefrom as well as the deposit. The cash report and the bill stubs are handed to the bookkeeper, who posts the stubs and then adds the gross amount of the stubs only. The total should then be the total of the cash and rebate of the stubs as made out by the cashier. This also checks the cashier against any error in deductions on the bills or stubs as well as any other error that might creep in.

Form 8 illustrates a two-part merchandise billing and charging system that is the easiest, quickest and the most convenient that I have seen. This form is made out in triplicate, the original and duplicate being turned out of the register while the triplicate rolls up inside. The customer is given the original or first copy, signing same before leaving the register, while the duplicate is filed in a loose-leaf binder in numerical order. At the end of the month, all bills that have not been paid between the issue and closing date are run off on a recapitulation sheet while those that have been paid between those dates are regarded as cash sales. Form 9 is a loose-leaf sheet used as a customer's summary sheet of merchandise purchased. The total and unpaid charges of the bills equals the outstanding





YOUR KEYS CAN'T TALK

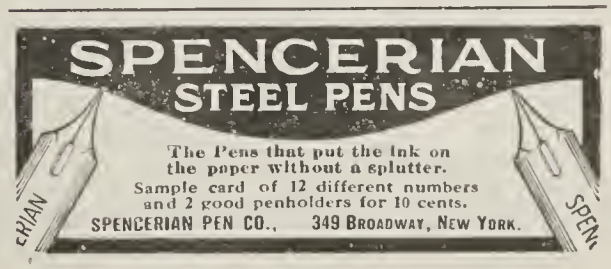
But this German Silver Key Check will tell your name and address in case of loss. Key ring included **15 Cents** (Retail Price 25c)

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I HAVE A SPECIAL SERVICE for ten manufacturers who do general advertising which will increase your profits. The outlines of this service cost you nothing to investigate. Address K. E. C., Box 816, Detroit, Mich.

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I'LL SEND YOU, prepaid, a big set of winning Mail Order Plans on approval; if accepted $3.00 covers total cost, otherwise return; include 7c actual postage. Expert, P. O. Box 1615 B, New York.

USE YOUR SPARE TIME to build up a mail order business of your own. We help you start for a share in profits; 27 opportunities. Particulars free. Mutual Opportunities Exchange, Buffalo, N. Y.

AN intelligent person may earn $100 monthly corresponding for newspapers. No canvassing. Send for particulars. Press Syndicate, 744 Lockport, N. Y.

$5 INVESTMENT guarantees right men life job paying $2,500 yearly. Particulars 10c. Write Health Wealth, 81 Bennington, Lawrence, Mass., today.

accounts of the merchandise ledger as well as the balance in the general bookkeeper's ledger. The dater is also used here for crediting and the data is obtained in the same manner as for the service customers' ledger.

There is no doubt that every central station possesses some local conditions that are not easy to meet and overcome in the way of systematizing. It is well in every case to be absolutely sure that the installation of a proposed new system of any kind will possess some prominent feature either in the way of reduction of the cost or maintenance, or special information that may be useful to the particular company.

No. 7 Daily Cash Report Dated

MERCHANDISE No.	Disct.	Amt.	ARCS No.	Disct.	Amt.	POWER No.	Disct.	Amt	INCANDESCENT No.	Disct.	Amt
1000		5.00	1020		7.00	1010	5	1.00	1011	5	1.00
1002		3.25	2100		5.00	1011		5.00	1011	10	2.00
1003		45.00	3300		75.00	1023		4.50	1020	50	5.50
1005		12.00	4010		3.00	1100	5	1.00	1021	10	2.00
1006		55.00	5600		6.50	1121	6	1.12	1023	5	1.00.
1025		13.25	6000		7.00	1122	5	1.00#	1024	5	1.00
1030		.25	7000		6.00	1134	50	6.50	1025		5.00
1050		12.00	8870		45.00	1510	6	1.18	1026		6.00
1062		21.00	9650		7.00	1520	5	1.00	1027	5	1.00
1090		225.00				1534	55	6.50	1028	6	1.12
1099		2.10			161.50*	1550	12	2.24	1073	8	1.55
2100		1.00				1620	5	1.00	1225	5	1.00
3222		.75				1621	5	1.00	1389	5	1.00
4400		5.00				1622	5	1.00	1520		2.52
6700		77.00				1623	5	1.00	1581	37	7.11
7800		4.00				1723	10	2.10	1616		5.57
8000		6.00				1750		25.00	1738		1.20#
9980		5.40				1752	20	4.00	1738		1.05
						1768	5	1.00	1803		1.13
		493.00*				1820	10	2.10	1855	71	13.57
						1844	55	50.00	1856	9	1.79
						1850	20	4.00	1971	491	44.28
						1900	10	2.10	2105		1.05
						1902	40	8.00	2164		1.20
						2000	10	2.00	2249		7.90
						2020		210#	2285		2.39
						2021	5	1.00	2470	5	1.00
						2054	3	1.05	3003	5	1.00
						2066	75	8.75	3276	15	2.91
						3021	5	1.00	3277	482	43.37
						3030	10	2.00	3349	378	34.02
						3050	55	6.50	3350	5	1.00
						4400	5	1.00	3353	76	14.60
						4560	10	2.00	3363	5	1.00
						4600	10	2.00	3371	5	1.00
						4780	9	1.17	3375	8	1.48
						4865	55	6.70	3654	22	4.26
						4975	5	1.00	3684	5	1.00
						4976	99	10.00	3710	5	1.00
						5010	20	4.00	3729	5	1.00
						5021	10	2.00	3877		23.09
						5034		555.00	3949		23.44
						5065		985.00	4010	5	1.00
						5566	5	1.00	4020	20	5.40
						5575	5	1.00	5400	20	4.00
						5586	10	2.00	5410	20	4.00
						5598	9	1.18	5412	10	2.00
						5599	10	2.00	5420		10.00
						5675	5	1.00	5421	5	1.00
						5690	88	6.90	5423	10	2.00
						5698	10	2.00	5500	10	2.00
						5710	210	54.00	5510		50.00
						5712	5	1.00	5512	30	6.00
						5733	10	2.00	5514	8	1.28
						5755	10	2.00	5550	5	1.00
						5757	22	4.22	6200	5	1.00
						5758	9	1.92	6412	10	2.00
						57509010		2.00	6500		25.00
						5800		40.00	6510	10	2.00
						5825	5	1.00	6512	5	1.00
						5865	75	9.75	6550		5.00
						5889	90	9.90	6600	10	2.10
						5934		5.00#	6780	5	1.00
						5960	6	1.12	6812	5	1.00
						5961	70	9.70	6910	20	3.00
						6240	80	9.70	6911	40	5.00
						6345		225.00	6912	44	8.40
						6434	50	5.50	6915	5	1.00
						6510	10	2.00	6920	20	4.00
						7600	10	2.00	6923	10	2.00
						7800		22.00			
						8400	40	20.00		2085	42.08*
						8440	12	12.00			
						8542	10	2.00			
						8600		10.00			
						8700	5	1.00			
						8760	10	2.00			
						8800	10	2.00			
						8900	10	2.00			
						9000	10	2.00			
						9100		10.00			
						9300	5	1.00			
						9500	10	2.00			
						9600	10	2.00			
						9888	20	4.00			
						9800	10	2.00			
							10696	2,220.47*			

SUSPENDED ACCTS.	DEPOSITS-MISCELLANEOUS	
55.62	25.00	14.75

SUMMARY

		Discount	Amount
Arcs			161.50
Power		10741	2,234.47
		5	8.10#
Incandescent		2235	457.73
			2.25#
Delinquent			
Sub Total		12981	2,864.05*
Merchandise			493.00
Suspended			55.62
Deposits			25.00
Miscellaneous			14.75
Total		12981	3,452.42*
Grand Total			3,582.23*

Remarks
To designate DELINQUENT, listed but not added in respective accounts See Summary



WAYS AND MEANS

Practical Methods for Improving Business Routine—Short Cuts That Save Time and Effort, Lessen Costs and Multiply Profits

A Correspondence Detail Worth Copying

JUST THE time that one wants a carbon copy of a letter is usually the time he cannot find it. To obviate this trouble a correspondent established the practice of pasting all letters together one above the other in order of dates. Thus a letter received would be replied to and the reply pasted on the original. This scheme worked well, but one day he wanted to find both pages of a two-page letter. He found the first one but the second never did show up. Thereafter he asked all of the stenographers to write the second page of every letter on the reverse side of the first carbon. Thus his carbon required one sheet of paper and if he found the first part of the letter the second was sure to be, —on the back of the same sheet. This item went further than merely assuring him of finding the second page of a two-page letter. It saved just half of the amount of second sheets formerly used, it saved space in the files, and in many ways proved highly satisfactory.

How to Store Printed Matter

MANY A concern experiences difficulty when an unusual run is made on its printed matter. It may try out an edition of one or two thousand small catalogues and the unexpected demand cause them suddenly to run short. To be able to keep an exact catalogue accounting, one up-to-date factory advertising manager has all his catalogues wrapped in packages of fifty. Then each succeeding package is numbered. On an edition of 1,000, the package last to go in the bin would bear the number 1,000. The next package would bear the number 950; the next 900, and so on, in intervals of 50. Then when a package is broken, whoever gets the catalogues, forwards the slip bearing the number and the name of the catalogue to the advertising department, whose duty it is to see that the stock is kept up. This gives both department and buyer an exact line at all times on the state of stock, and the number slips coming in from the office boy are a sure reminder how fast the stock is being used, and when new stock should be ordered.

Where to Place the Book Department

"I DO NOT like the appearance of people standing around a busy store," says a department store man who has been very successful in his original methods of handling selling problems. "As a consequence, I did not put in a book department until I was absolutely forced to it. The habit of looking over books thoroughly before buying is so firmly intrenched in the public mind that I could not reconcile myself to having people standing around reading; and I am free to confess that I feared they would predispose others to imitate them by coming in and killing time. In my store I have eliminated this, and have as large a book trade as any store of like size and similar service, by the simple device of having a cozy and

Classified Advertisements

(Continued)

BUSINESS OPPORTUNITIES

I MADE $50,000 in five years with a small mail order business; began with $5. Send for free booklet. Tells how. Heacock, 5228, Lockport, N. Y.

WE WANT five capable men with from $250 to $1,500 each to open offices and share profits. Edward Hart, Sec'y, 217 Court Avenue, Des Moines, Iowa.

COINS AND STAMPS

$3.00 PAID for the rare cent of 1856, $25.00 for the rare silver dollar of 1858. Keep money dated before 1890 and send 10 cents for new coin value book. A. H. Kraus, 265 Kraus Bldg., Milwaukee, Wis.

$7.75 PAID FOR RARE DATE 1853 QUARTERS, $20 for a $½. Keep all money dated before 1884, and send 10 cents at once for our new illustrated Coin Value Book, size 4x7. It may mean your fortune. C. F. Clarke & Co., Coin Dealers, Dept. 6, Le Roy, N. Y.

COLLECTIONS

CASH FOR OLD ACCOUNTS comes surely, quickly, by using our easy collection system. For business men, credit men, lawyers, collectors, etc. Send for free book "Skillful Collecting," National Collectors' Ass'n, 382 Park Place, Newark, Ohio.

HIGH GRADE HELP

FREE ILLUSTRATED BOOK tells about over 360,000 protected positions in U. S. service. More than 40,000 vacancies every year. There is a big chance here for you, sure and generous pay, lifetime employment. Easy to get. Just ask for booklet A 3. No obligation. Earl Hopkins, Washington, D. C.

I WILL START YOU earning $4 daily at home in spare time silvering mirrors; no capital; free instructive booklet, giving plans of operation. G. F. Redmond, Dept. AD, Boston, Mass.

WE WANT live representatives in every state and territory. Excellent sale and commission proposition given live salesmen. Write us immediately for full information. Sales Department, "BUSINESS," Detroit, Mich.

WANTED—High grade representatives to devote either full or spare time introducing our Monthly Business Report to business men. Excellent side line, pleasant, profitable, dignified. Your age makes no difference. No obligation will attach to your request for free explanation of our proposition. Give your present occupation, also reference. Address "BUSINESS," Journal Bldg., Detroit, Mich.

LETTER SPECIALTIES

I CAN MAKE YOUR FORM LETTERS bring you more money than if you write them yourself. Ask me to explain why. No obligation. J. H. Lytle, Saegertown, Pa.

MAILING LISTS

MAILING LISTS OF NEW YORK STATE FARMERS. Send for information regarding our lists and methods of compiling the same. Our names are live and correct. Clarence E. Hewitt, Fulton, N. Y.

MOTION PICTURE SCHOOL

MOTION PICTURE PLAYS WANTED. You can write them. We teach you by mail. No experience needed. Big demand, good pay. Details free. Associated Motion Picture Schools, 684 Sheridan Rd., Chicago.

PATENT ATTORNEY

PATENT YOUR IDEAS—$9,000 offered for certain inventions. Book "How to Obtain a Patent" and "What to Invent" sent free. Send rough sketch for free report as to patentability. Patents obtained or fee returned. We advertise your patent for sale at our expense. Established 16 years. Address Chandlee & Chandlee, Patent Attys., 1022 F St., Washington, D. C.

C. L. PARKER, PATENT ATTORNEY, 992 G St., Washington, D. C. Inventors' Handbook, "Protecting, Exploiting and Selling Inventions," sent free upon request.

Classified Advertisements

(Continued)

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ACCOUNTANTS AND BOOKKEEPERS desiring to increase income and secure profitable connection introducing and installing Loose Leaf Systems and following up inquiries locally. Men of any locality can make from $25.00 to $100.00 weekly. Send for Special Proposition to Salesmen. Sheppard Co., 82-86 Fulton St., New York.

WANTED immediately, six salesmen to represent us in different states. Exclusive territorial rights given. Write giving references. Address M. G. C., care of "BUSINESS," Detroit, Mich.

TYPEWRITERS

SAVE 65% to 85% ON GUARANTEED TYPEWRITERS, any make; Olivers, L. C. Smiths, Remingtons and Underwoods sold on two years' guarantee. Choice of 300 machines, $10 to $15. Send for Special Price List today. Dept. 8, Dearborn Typewriter Exchange, Chicago.

LARGEST STOCK of typewriters in America. All makes. Underwoods, L. C. Smiths, Remingtons, etc., ¼ to ½ Mfrs. prices (many less)—rented everywhere—apply rent on price. First class machines—rent one and judge on these most liberal terms. Write for catalog W. Typewriter Emporium, 34-36 W. Lake St., Chicago.

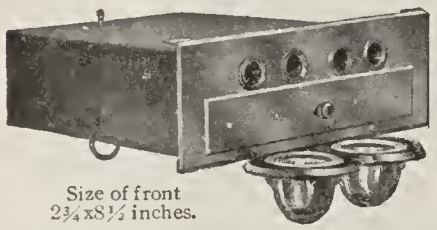
SLIGHTLY USED AND REBUILT TYPEWRITERS. All makes. Every part guaranteed. Free trial anywhere. Less than half original prices. Cash or payments. For price list No. 14, write W. A. Whitehead, 183 N. La Salle St., Chicago.

WRITERS

I AGREE to find a publisher for every manuscript that I deem worthy of publication. Manuscripts are critically read and revised by me, typed and otherwise properly prepared for publication under my supervision by experts. A limited class in story-writing. Modeste Hannis Jordan, 615 W. 136th St., New York City. Send 10 cts. for Writers' Leaflet of Instruction.

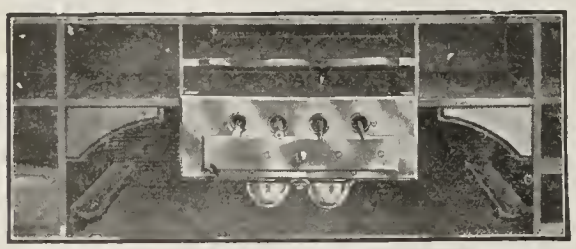
Peterson's Desk Companion

The most useful and ornamental device ever invented for roll top or bookkeepers' desks. Placed under pigeon holes of roll top desks. Clears entire writing surface of desk. Two inkwells on a pivot swing beneath cabinet. Four tubes backed with corks, adjustable to pens and pencils. Drawer with seven compartments for clips, stamps, etc.



Size of front 2¾x8½ inches.

Send for Descriptive Circulars. Opinion of Users and Name of Nearest Representative



Showing companion on desks, tubes for pens and pencils, inkwells retired.

REPRESENTATIVES WANTED

Every city. Opportunity to establish profitable agency. Exclusive Territory. All orders referred to local representatives. Write today for selling plan.

SCOFIELD & CO., 144 Nassau Street, New York

UNCLE SAM is BEST Employer: pay is high and sure; hours short; places permanent; promotions regular; vacations with pay; thousands of vacancies every month; 11 kinds of pleasant work everywhere; no lay-offs; no pull needed; common education sufficient. Special money back guarantee if you write today for booklet D 876. IT IS FREE. EARL HOPKINS, WASHINGTON, D.C.

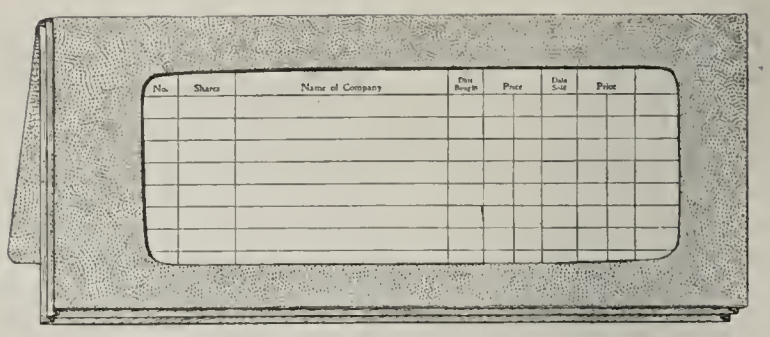
GET A BETTER PLACE

comfortable room, instead of an open space. Here the bookishly inclined can read and "shop around" to any extent. This room is fixed up with comfortable lounging corners; is well lighted, and an attendant is always on hand with instructions to show books and not try to force sales. People feel that they can come in here and not be asked to buy—just as though they were in a metropolitan book shop.

"One thing I have been careful not to omit in this connection, and that is, the room in question is well toward the back of the store. It is necessary for the book-shopper to pass by a somewhat circuitous route, passing many tables of attractive merchandise before the little reading room is reached. I have kept track of sales and I find that the little 'book nook' pays good dividends."

A Handy Wallet For Filing Securities

A SAFE and convenient wallet for enclosing stocks, bonds, and securities in general, for shipment between brokers and their customers, has recently been devised and it is also found very useful as a permanent file for these securities. It is made of tough paper with expanding bottom and ends to take a package four by ten inches in size and of any thickness up to one and three-eighths inches. The wallet has a double face, slit at the right end, thus forming a pocket into which a white card is inserted bearing on its face the usual form of sight draft. When a shipment is made, instead of drawing up a draft on the usual thin paper and attaching it to the loose securities by bands or fasteners, this tough, firm card is slipped into the pocket, the securities are enclosed in the wallet and the package tied up. There is no danger of the papers becoming separated, they are neatly put up, easy to handle, and furthermore they are kept clean. Upon paying the draft and receiving the wallet with its contents, the customer slips out the draft card, which will

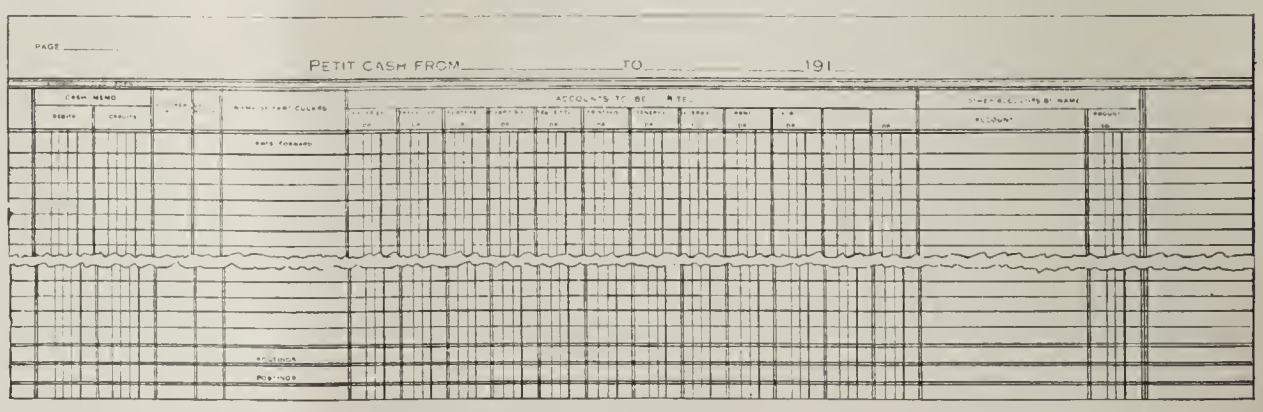


show the bank's receipt for payment, turns it over and inserts it again with the other side out, on which he makes an entry of the securities and has a complete index of the contents. The form is conveniently ruled with spaces for the number of shares, name and company, date bought and price paid, also date sold and price paid. This bond house uses the same form of wallet for every shipment so that their customers have a uniform system of filing valuable papers.

Handling Petty Cash Items

THE IMPREST cash system for small items of expense, which in some offices are handled in considerable number, offers an effective check against confusion and loss through carelessness or indifference of the clerk. This method is quite well known and consists principally of a check drawn for an amount adequate to meet petty expenses for a certain period, say one week, the amount being charged to the Imprest Account in the general ledger. The money is kept separate from the general cash or other funds, and is used only for the special purpose of paying small expense items. Thus the clerk handling such matters is entrusted with a definite amount each week, which he must account for to the cashier or office manager.

In order to keep a regular check on the items, partly for the sake of correct method and protection to the clerk, and also to have a systematic distribution of the expenses to the proper accounts, a petty cash voucher is used. These are numbered consecutively as printed, and put up in pads for convenience. When an expense item is paid out of the fund, a voucher is drawn for the amount of the expenditure, showing the payee,



amount, signature of the approving official, and, if required, the signature of the individual to whom payment is made. At the bottom of the voucher are small spaces with the names of the distributing expense accounts printed therein and the account to which the expense is to be charged is simply checked.

The vouchers as paid are placed in the cash drawer and when the fund is nearly depleted they are entered on the Petit Cash Statement in consecutive order of the voucher numbers, every voucher being accounted for. In the event of any being lost or spoiled, a notation is made with reason, on the proper line in the statement.

At the left of this form is the Cash Memorandum of debits and credits, followed by columns for voucher number, date, particulars, and distribution accounts. The items, of course, are all debits and the total must agree with the cash disbursed. The footings of the column are posted direct to the respective expense accounts, the grand total, of course, being credited to Imprest Account. A check is then drawn for the total amount of these vouchers, thus replenishing the fund to its original amount.

By this method the petit cash at all times stands charged with the original amount of the fund, and at any time a corresponding credit may be obtained by adding and listing the vouchers on an adding machine and balancing with the cash in the fund. The vouchers are then placed in a filing envelope and the statements are filed in a binder for ready reference.

Keeping the "Traveling Account" Straight

AN INSURANCE company accountant found it impossible to keep the cash account straight because a number of the company officials failed to turn in itemized expense accounts. Finally, after attempting to get these accounts and always failing to do so, the secretary had issued to the officers a railway coupon book good on such roads as they usually traveled on, together with a standard amount of cash, as twenty-five or fifty dollars, for incidental expenses. Each official was instructed to use his coupon book and to pay his traveling expenses from the amount given him, keeping that sum separate. On return from a trip, the official turns in his envelope containing the balance of his expense money, and the coupon book. This gives rise to no difficulty in computing either the amount of money spent or the number of miles traveled, as it is all charged to traveling expense, the account in this manner being kept exactly straight. This

The Bookkeeping Machine

Does all the Bookkeeping

Makes all entries in plain machine type.

Posts to standard loose-leaf post ledgers without removing sheets from the binder; or to accounts kept on cards.

The debits and the credits are always added to date for each and every account.

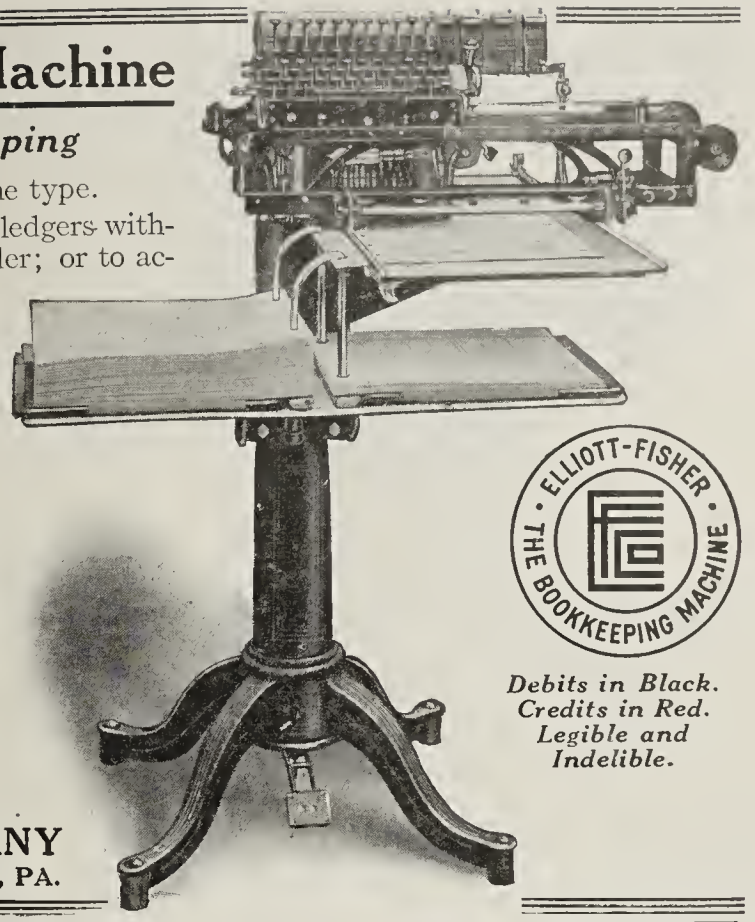
The total debits and credits posted are mechanically shown.

No other tools are needed—the Bookkeeping Machine is complete in itself.

No hand-writing. No mental additions. No mistakes to hunt for. No worry, no bother.

The machine proven (trial) balance always waiting to be taken off whenever wanted.

Send name and address on your business stationery for FREE subscription to the new magazine "Bookkeeping To-day."



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(The White House, cor. 31st St.)

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For Your Fall Advertising

We want to put our booklet on this subject in the files of every firm planning a campaign. Sent free to executives writing on their business letterheads.

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864 Transportation Bldg., Chicago

BE OIL WISE—GET 50¢ SIZE

You'll get as much 3-in-One as if you bought 8 of the 10c bottles. And 3-in-One never loses its quality—never thickens, gums or turns rancid. Always sweet, fresh and good.

3-in-One has for 16 years been the leading Household Oil—Lubricating, Cleaning and Polishing, and Preventing Rust.

Use for oiling sewing machines, bicycles, talking machines, guns, reels, locks, clocks, etc. Use for cleaning and polishing fine pianos, tables, chairs, any furniture. Use for preventing rust on any metal surface.

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The Business Man's Publishing Company, Ltd. 112 WEST FORT ST. DETROIT, MICH.

plan has done away with a great deal of accounting under the expense head and the officials are much pleased at no more being bothered for the "itemized accounts."

How to Lessen Work in Returning Checks

A CITY bank which has one of the best working systems in the west, uses, in returning checks, a form two and one-half by three and seven-eighths inches which fits over the left half of a check without obscuring either the signature or the amount. There are twenty reasons for which a check may be returned and these are all provided for in this form. No matter what may be the cause, as "No funds," "N. S. F.," "No Account," or the like, that leads a check to be returned, it is only necessary for the returning clerk to mark a cross (X) in pencil opposite the reason for returning it in order to explain thoroughly why the check was not accepted. The left hand reverse edge of the form is gummed so that it is easily attached to the return check. The stock is salmon color, so affording a marked contrast to checks, which, with this bank, as with many others, are printed on green stock.

RETURNED BY
THE MERCHANTS' LOAN & TRUST COMPANY
FORM 621 CHICAGO, ILL.

☐ No Funds	☒ Date
☐ Not Sufficient Funds	☐ Forgery
☐ No Account	☐ Signature Missing
☐ Payment Stopped	☐ Signature Not Correct
☐ Account Closed	☐ Counter-Signature
☐ No Instructions to Pay	☐ Guarantee Amount
☐ Endorsement	☐ Guarantee Alteration
☐ Guarantee Endorsement	☐ Receipt Unsigned
☐ Restrictive Endorsement	☐ Not on this Bank
☐ Drawn Against Uncollected Funds	☐ Clearing House Stamp

Average *or* Actual Costs

By J. F. Bowman

ONE of the most common and, possibly one of the best answers that can be given to questions regarding Shop Stationery and Forms is made in just three words: "Circumstances alter cases," and they certainly do when it comes to devising means of handling and recording shop work.

A great many times we are confronted with the question, "What is the correct way to cost out Shop Material and Finished Goods?" and invariably the reply is "Circumstances alter cases." Very opposite opinions on the subject have been expressed by men well versed in Cost Work. Some say, in most cases, they hold to the using of the "last purchase price." Others advise using the "average cost price." Still others claim that all quantities must be charged out at their original cost before the unit price is changed on the reports to the cost department. All are, no doubt, correct under certain conditions but obviously wrong in others.

AVERAGE COST CARD

ARTICLE

DESCRIPTION

DATE	DETAILS	IN No.	IN TOTAL COST	OUT No.	OUT TOTAL COST	ON HAND No.	ON HAND TOTAL COST	AVERAGE COST
1/11	Inventory					42		
1/16	Rec'd	112				154		
1/20	"	100				254		
2/4	Shipped			50		204		
2/6	Rec'd	204				408		

Using the last purchase price, is without doubt, the simpler method and could be used satisfactorily in all cases where the purchase price of the article is practically standard, caused either by a steady market or by contract buying; or, in other cases, where buying is done "from hand to mouth"—when the stock on hand invariably represents a single shipment or purchase; or again, in the case of Finished Stock Records, where the Manufacturing Cost is practically the same for all lots made. However, the writer firmly believes in using the Average Cost Cards in all cases where the reverse of the above conditions exists, as where the purchase price is apt to fluctuate, where the stock on hand may represent two or more shipments or purchases bought at different prices; or, in the case of Finished Stock, where the ManufacturingCosts are apt to very.

The "last purchase price" method is, as stated above, much the simpler of the two and needs no further explanation, other than urging the necessity of seeing that Cost Department Cards are kept right up to date with the Purchasing Records.

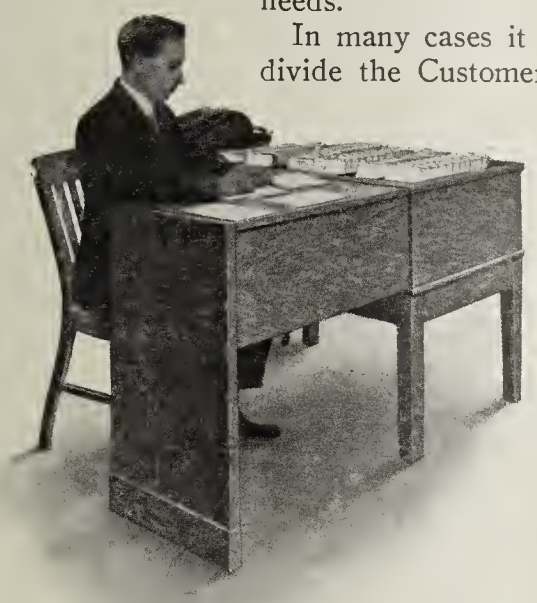
The "average cost" method is, indeed, a very simple record also; however, like all records worth while, it must be kept right up to the minute to be of any practical value. The accompanying form shows one way of keeping Average Costs that will work successfully in most cases.

Advantages of the Card Ledger

By Arthur S. Fluno

THE rapidity with which card ledgers are being introduced into all lines of business indicates a distinctly new era in accounting. Card records of various kinds have long since become practically indispensable in a modern office, but only recently has the card ledger come to the fore. Loose leaf accounting rapidly replaced bound book systems, but even loose leaf methods in many cases are not to be compared with card systems for convenience and quick reference.

Some seemingly valid objections have been raised against card ledgers, but these have usually proven to be based largely on theory and not on practice. None of the theories advanced so far have been found to be well grounded when put to an actual test, but every advantage of the loose leaf system becomes a much greater advantage under the card system. Steel filing cabinets have been introduced for the protection of the cards against loss by fire and in some cases the cabinets themselves are portable, so that they can easily be pushed into the vault at the end of the day.



(Courtesy of Library Bureau.)

Ten thousand accounts within the book-keeper's reach.

The typical card ledger has two general divisions, each of which may be subdivided again so suit individual needs. These two general divisions are, first, the Active ledger, and second, the Transfer ledger. The former contains all cards on which balances appear, and the latter all cards which are either temporarily or permanently in balance. Whenever a customer settles in full his card is immediately filed in the Transfer ledger. When he buys his next bill of goods his card is removed from the Transfer ledger, and after the transaction is properly entered thereon, is again placed in the Active Ledger.

The secondary divisions should as a rule be applied both to Active and Transfer ledgers, in order that any card may be filed in the same relative section in either ledger. A very common method of subdivision and at the same time a strictly scientific one, makes use of three sub-ledgers: the Customers' or Sales Ledger, the Purchase Ledger and the General Ledger. The Customers' Ledger and the Purchase Ledger are usually represented in the General Ledger by the controlling accounts, Accounts Receivable and Accounts Payable. In fact, this greatly reduces the labor usually associated with the monthly trial balance, as will readily be seen, and when it is the custom to pay for all purchases promptly the Creditors' Ledger may be dispensed with entirely. Some accountants even find it convenient to further divide the General Ledget into a Private Ledger and Salesmen's and Salary Ledger, in which case the controlling accounts are carried on the Private Ledger and the term General Ledger is not used. Other secondary subdivisions for special purposes are suggested by individual needs.

In many cases it is advisable to further divide the Customers Ledger into Wholesale and Retail ledgers, or into City and Country ledgers, and in cases where the number of customers is very large separate sections may be used for the different states or the entire ledger may be numerically divided into convenient units of one thousand accounts, about ten such units being assigned to each bookkeeper.

It seems to be quite generally admitted by users of card ledgers that the Private or General ledger may be kept in an old fashioned bound book, plenty of space being allowed for many years of business. This is not at all objectionable, although not necessary, as card records are just as valid for private or controlling accounts as are bound records, but it overcomes much prejudice otherwise to be encountered from the ultra-conservative. In this case controlling accounts are carried in the bound ledger and balances only are entered at the end of the month.

A card ledger is capable of being indexed in several ways. It may be indexed alphabetically only, in which case a list of the accounts represented in

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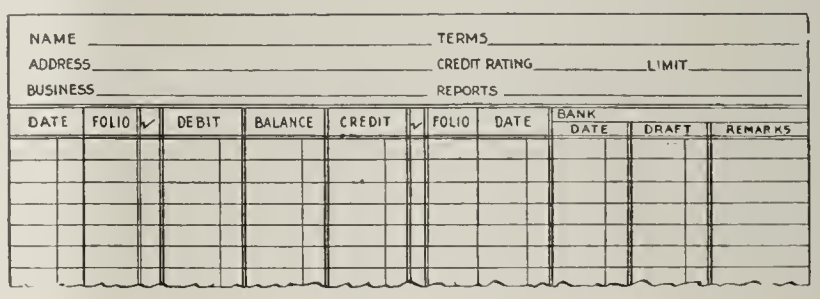
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Name_____

Street_____

City_____ State_____

each alphabetical division is usually entered upon the guide card of that division, this being a protection and a guide to any cards that may be temporarily in the transfer file. In case the number of accounts runs up toward the tens or hundreds of thousands, however, the numerical index is more convenient and satisfactory, or a combination of the alphabetical and numerical systems can be devised. When the business of the concern covers several states, or all parts of a large city, the ledger may be indexed by states or convenient sections of the city according to circumstances, each of the geographical sections being sub-indexed either alphabetically or numerically as may be desired.



Collections may be watched and followed up closely.

Cross indexing of all kinds to serve all manner of purposes is possible with a card ledger. To this end tabs of contrasting colors, or having other distinguishing marks, either as a part of the cards or detachable, or separate guide cards are made use of. The color scheme, especially, is used to a great extent. Collections may be watched and followed up closely; doubtful accounts may be indicated by tabs of one color, past due accounts by tabs of another color, etc. Dates on which payments fall due are easily indicated by guide cards numbered from one to thirty-one, placed within each alphabetical section; each account of that section falling due on the tenth of the month, for instance, being placed in front of the numerical tab 10, and as all the tens appear in the same line down the length of the ledger, the location of all account cards due on that day is shown at a glance.

Among the first considerations in any system of accounting are economy of time and of labor. In the bound ledger a large number of temporarily or permanently closed accounts are of necessity handled many times in referring to active accounts. Each of these closed accounts takes up as much room in the ledger as a live account. On the other hand, with the card ledger all dead material is out of the way, and only live, active accounts are handled. This feature is also true of a loose-leaf ledger to a certain degree, but with loose-leaf systems closed accounts are not usually, in actual practice, placed in the Transfer binder as soon as closed up, on account of the time consumed by this process. Rather, at certain intervals the bookkeeper goes through his active ledger and takes out all closed accounts. With the card ledger the account is just as easily placed in the Transfer section as it could be placed in the Active section, since it is withdrawn from the ledger for the writing of the entry which closes the account.

During the first few days of each month, and sometimes the last few also, the average bookkeeper is much crowded with work. There are so many duties converging on that particular period that more or less confusion and hurry and late hours of work result. The writing of monthly statements for customers is one of the chief causes of this "first-of-the-month" rush, and if the card system is used, the Customers' Ledger may be divided among several clerks so that the monthly statements can be completed easily and with none of the usual crowding. The trial balance, another source of much trouble at this time of the month, is made easier also. The likelihood of error is greatly reduced by the fact that live accounts only are handled, and furthermore the ledger should be divided into sections and each section proved separately. Thus the errors, if there be any, are located by sections, and this does away with the necessity of checking the whole ledger for a single error.

Daily proof of posting is more easily accomplished with the card ledger than with any other. For example, let us say that the ledger man is posting remittances. The cards withdrawn from the ledger tray to receive the entries are placed in a pile instead of being returned immediately to their respective places in the ledger. When the process of posting is completed the sum of the remittances recorded on the book of original entry is compared with the sum of the items posted to the ledger cards. Errors are easily located, as the cards are arranged in exactly the same order as the items on the book of original entry, and a recapitulation can be very easily and quickly taken on an adding machine. This is as simple and efficient a scheme for guarding against errors in posting as any yet evolved. This same idea may

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Are YOU

Mr. Dealer—taking on new lines before the other fellow has covered the field with them?

Are YOU

Mr. Purchasing Agent—in close touch with the entire market of office equipment?

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Mr. Banker—using the newest and best time and labor savers in every department?

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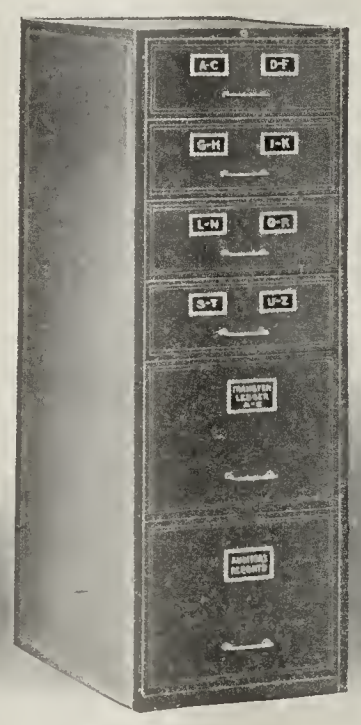
Address.....

Individual Name.....

be applied to bound or loose-leaf books by the use of markers placed between the leaves to indicate entries. In this case, however, the entries are not in the same order in the ledger as in the book of original entry. Thus, checking for errors is more difficult than with the card ledger.

Another feature of the card ledger which makes it greatly superior to any other kind is its elasticity. It can be expanded from a ledger of one hundred accounts to one containing one hundred thousand accounts without disturbing the unity of the system. There is hardly any limit to the number of accounts which can be handled in one ledger properly divided and indexed. Complete past records of each customer and of each purchase account are filed in chronological order in the transfer cases. Any number of completed cards may be filed covering individual accounts without disturbing the unity of the original arrangement.

The manufacturer finds the card ledger particularly advantageous in arranging sub-ledgers for his various departments or for individual mills. His purchases are numerous and he finds the expansive and perpetual features very convenient. Card records for patterns, stores, costs, etc., have long since become part of the machinery of most up-to-date factory



Courtesy of Baker-Vawter Co.)

Steel filing cabinets protect the cards against loss by fire.

offices, and the change to the card ledger is not illogical.

Wholesalers and jobbers are among the most enthusiastic users of card ledgers. The expansive features are very important in this case, as large wholesalers sometimes cover the whole continent with their sales forces. Retailers, from country storekeepers to the largest mail order companies, find the card ledger well adapted to their uses. Department stores often subdivide their ledgers by departments. This is very convenient for apportioning general expense and other charges among the various departments, and for determining which departments pay and which do not. Banks may use any or all of the following sub-ledgers: Stockholders' ledger, Individual or Depositors' ledger, Mortgage Loan ledger, Discount ledger and Certificate of Deposit ledger. The General ledger as a rule is a bound book and should carry controlling accounts for each of the sub-ledgers.

It would be possible to go on almost indefinitely citing various classes of accounting and showing the adaptation of the card ledger to each, but the examples given are sufficiently representative to give an idea of its wide range.

The card ledger is simply a new machine which we should introduce into our offices to increase efficiency, just as we introduce new machines into our mills to reduce labor and cut the cost of production.

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C.P.A. QUESTIONS *and* ANSWERS

By R. J. Bennett, C. P. A.

(From Florida C. P. A. Examination, 1911)

YOU are given the following Trial Balance and information from the Gem Corporation, which owns a young bearing orange grove, at the end of their fiscal year.

TRIAL BALANCE
December 31, 1910

Capital Stock		$100,000.00
Gem Orange Grove	$100,000.00	
Cost—new trees and setting out	7,000.00	
Improvements and Betterments	2,500.00	
Live Stock	1,000.00	
Wagons and Harness	500.00	
Tools and Implements	1,000.00	
Field Boxes	600.00	
Irrigating Plant	10,000.00	
Box Material, paper, nails	1,800.00	
Horse Feed	900.00	
Fertilizer	4,500.00	
Seeds	500.00	
Payrolls	4,000.00	
Salaries	7,500.00	
General Expenses	1,500.00	
Insurance	50.00	
Taxes	100.00	
Interest	800.00	
Sales of Fruit		12,000.00
Prepaid Freight	3,300.00	
Commissions and Brokerage	200.00	
Bills Payable		30,000.00
Surplus		5,750.00
	$147,750.00	$147,750.00

You are given the following information:

Inventories—

Wagons and Harness	$300.00
Tools and Implements	650.00
Field Boxes, used for bringing fruit to packing house	400.00
Box Material, paper, nails	600.00
Horse Feed	300.00
Fertilizer	700.00

Insurance, one policy due 4/1, 1911.

You are told that fifteen thousand boxes of fruit had been shipped and that the amount estimated to be still on the trees was nine thousand boxes. That about thirty acres of vegetables, consisting of cabbages, lettuce and cucumbers, had been planted between the rows of trees. That the fertilizer for the year before, when there were no vegetables, had cost $2,500.00, and the labor pay rolls for caring for the grove for that year had been $1,200.00. You find that 500 charged as labor pay rolls was for putting up fruit, and that of the $7,500.00 in salaries, only $2,500 was chargeable to this year and the $5,000 was for former period.

Prepare a Balance Sheet and a Profit and Loss Statement, stating if in your judgment the fiscal year is properly timed, commenting fully on the value of information produced by the two statements.

Notes on the Question

THIS interesting problem is one which brings out very strongly the principles of analysis and deduction particularly in determining the expenditure of labor and fertilizer on the current year's crop, and in appraising the value of the oranges on the trees. It should be of special interest to candidates in states where work of this kind is carried on. The solution is by Mr. A. A. V. Thompson, of Philadelphia, and approved by a member of the Florida examining board.

Solution of Problem

THE reduction in value of wagons and harness, charge to Depreciation, P. & L. The reduction in value of tools and implements, charge to Depreciation, P. & L. The reduction in value of field boxes, box materials, paper, nails, horse feed, charge to expenses, P. & L. The reduction in value of fertilizer, charge $2,600 to cost of production of oranges and the balance of $1,200 to vegetable planting. (See note.) Labor caring for the grove for current year was $1,200 plus $100. (See note.) Credit Insurance and charge Insurance prepaid, with three months' insurance, $12.50. Fifteen thousand boxes of fruit sold are worth, retail, $12,000. Fifteen thousand boxes of fruit sold, cost —— (see calculation). Nine thousand boxes of fruit unpicked, on trees, cost three-eighths of above. (See calculation.)

Labor picking 12,000 boxes sold was $500.00.

Salaries for the current year were $2,500.00.

Salaries for former years, $5,000, paid this year and charged off against Surplus from the previous year.

Freight prepaid is a selling expense, as the goods are sold F. O. B. destination.

Note.—It is natural that the cost of caring for the grove increases as the trees get older, and that there is an increase in the fertilizer outlay on them, which tends to increase the labor and fertilizer expenditure, as compared with a former year, chargeable to profit and loss, and an increase of $100 is allowed on each heading on this account. By referring to the analysis of labor and fertilizer accounts this will be made clear. In the labor account,

for instance, the labor outlay for the previous year was $2,500, while this year we increase it to $2,600. After charging this amount to production for the year and $500 to selling expenses, there is left a balance of $2,200. This is entered up as an improvement, as will be seen. The fertilizer account can be studied in the same manner. The deferred amounts are shown in the balance sheet under vegetable outlay, but it would not seem wrong to add them as permanent betterments.

Generally speaking, the arbitrary fixing of a fiscal period is not a vital matter, as what is gained or lost by division in one year's accounting, where the ownership continues unchanged, is adjusted in the next, yet the fiscal year should be made to end at a time when inventories are the lowest and when the bookkeepers are least busy.

In this case, the division being before the crop is all picked from the trees, necessitates a valuing of the unpicked fruit. This is hard to correctly estimate, therefore we capitalize temporarily the expenditure on the vegetable outlay, as there is yet not any return therefrom. The period was badly timed, and April first or thereabout would have been a better time to close the books. At that time, the additional profit from the sale of the unpicked oranges and from the vegetables might have left a substantial credit to profit and loss. It is true, on the other hand, that the Internal Revenue Report required each year as of Dec. 31 necessitates an adjustment of the accounts to agree therewith.

The insurance policy is timed to cover the fruit and vegetables until picked and sold, and as it is dated on April 1, it is easy to assume that the goods will have been disposed of by that time.

METHOD OF DETERMINING VALUE OF ORANGES ON TREES.

Fertilizer used to produce 24,000 boxes of oranges	$2,500.00
Pay rolls, including care of grove during the year	1,200.00
Total cost of 24,000 boxes on trees	$3,700.00
Cost of 15,000 boxes on the trees, ⅝ of 24,000 boxes	$2,314.00
Cost of 9,000 boxes on the trees, ⅜ of 24,000 boxes	1,386.00
	$3,700.00

This shows the actual outlay on the 9,000 boxes of unpicked oranges to be $1,386.00, but allows nothing for nature's part in developing the fruit and thereby increasing the value. It is suggested, therefore, that the oranges on the trees be taken at 80 cents per box, less the cost of picking and packing, which we understand to be about 40 cents per box, or a net price of 40 cents per box, giving $3,600 for the 9,000 boxes on the trees. This is in part anticipating profits, which seems to be not unusual in

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5. Can you give the average rate for Depreciation of Buildings, Machinery and Patents?

6. What is the difference between a Balance Sheet and a Statement of Assets and Liabilities?

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9. Why should percentage be calculated on Turnover instead of on Sales.

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this kind of work, especially when the books are closed at such an inconvenient time.

The selling price of 80 cents per box is a low rate for oranges delivered to destination, as these were, and 75 cents to $1.00 per box on the trees is not unusual, but, as we do not know the size of the oranges or their condition, we are not able to form an accurate opinion on this point. It is frequently the case that oranges are sold upon the trees and that the purchaser takes the risk of weather damage to them before they are picked. In a case like this there would of course be no necessity of estimating, except on the part of the purchaser, provided he had not completed the harvest.

If the previous year's surplus were not wiped out for salaries paid, and if the company were in a healthier condition, it would be proper to set up a reasonable reserve for depreciation on the irrigating plant. In contradistinction it may be inferred that the growing orange grove would be increasing in value to a sufficient extent to more than offset any depreciation in other properties.

GEM CORPORATION ORANGE GROVE
Profit and Loss Statement
Year Ended Dec. 31, 1910.

Expenses—		
Pay Roll, care of grove for year		$ 1,300.00
Fertilizer used for trees		2,600.00
Gross Profit, carried down		11,700.00
		$15,600.00
Revenues—		
Sale of oranges, 15,000 boxes		$12,000.00
Oranges on trees (unpicked)		3,600.00
		$15,600.00
Gross Profit brought down		$11,700.00
Picking and packing fruit	$ 500.00	
Freight prepaid	3,300.00	
Field boxes used up	200.00	
Box materials, paper, nails	1,200.00	
Horse feed	600.00	
Salaries for current year	2,500.00	
General expenses	1,500.00	
Insurance	37.50	
Taxes	100.00	
Interest	800.00	
Commissions	200.00	
Depreciation on wagons and harness	200.00	
Depreciation on tools and implements	350.00	
Net Profit	212.50	
		$11,700.00

ANALYSIS OF LABOR ACCOUNT

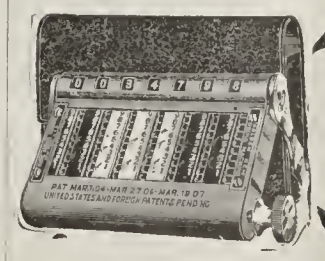
Care of Grove	$1,300.00
Packing Fruit	500.00
Deferred Charge to Vegetable Outlay	2,200.00
Total Labor	$4,000.00

ANALYSIS OF FERTILIZER ACCOUNT

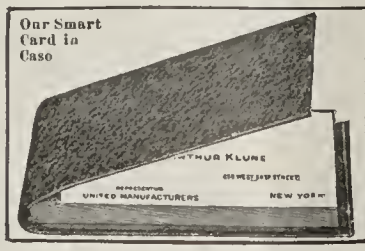
Orange Trees	$2,600.00
Deferred Charge to Vegetable Outlay	1,200.00
Balance on hand	700.00
Total Cost	$4,500.00

THE GEM CORPORATION
(Orange Groves)
Jacksonville, Florida
Balance Sheet
Dec. 31, 1910

Assets—		
Gem Orange Grove		$100,000.00
New trees and planting		7,000.00
Improvements and betterments		2,500.00
Live stock		1,000.00
Wagons and harness		300.00
Tools and implements		650.00
Field boxes		400.00
Irrigating Plant		10,000.00
Box material, paper, nails		600.00
Horse feed		300.00
Fertilizer		700.00
Insurance prepaid		12.50
9,000 boxes of oranges on the trees (estimated value)		3,600.00
Vegetable Outlay:		
Fertilizer	$1,200.00	
Seeds	500.00	
Labor	2,200.00	
		3,900.00
		$130,962.50
Liabilities—		
Capital Stock		$100,000.00
Bills payable		30,000.00
Surplus for 1909	$5,750.00	
Less Salaries for 1909, paid in 1910	5,000.00	
		750.00
Undivided profits		212.50
		$130,962.50



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THE JOHN B. WIGGINS CO., Engravers, Die Embossers, Plate Printers
Established 1857 60-62 EAST ADAMS ST., CHICAGO

From One Store to Six Hundred

(Continued from Page 62.)

This was considered a side issue and was not taken very seriously, but it had a tendency to bring in customers to the store that had never been there before and Mr. Moore seemed quite taken with the idea.

The merchant told him about the house in New York (Spellman Brothers) that made a specialty of those lines, so that this probably verifies the statement made above that Bennett introduced the idea of the five-cent business in the city of Michigan.

However, Mr. Moore did not go to New York often in those days, as trade was not very good in the drygoods line. But he finally did visit Spellman Brothers to see what there was in this five-cent business and he was induced to buy about $70 worth of new goods for this new five-cent counter. Arriving home, a small counter was prepared in the store just before the County Fair opened, and the goods that he had purchased from Spellman Brothers were put on the counter with a lot of other old trash which had been accumulating in the store for years. The result was evident, as soon as the goods were put on sale and the sign card placed above the counter reading: "Any article on this counter five cents."

It seemed almost impossible to keep that counter supplied with any kind of goods. It did not make any difference whether the goods had any value or not. Any old stuff we could find around the store would be fired on that counter and would sell immediately. Telegraph orders were immediately sent to New York for more goods.

Finally the idea was conceived of running a five-cent store entirely, with no other priced goods. Stores were started in Oneida, N. Y., Syracuse, N. Y., and Ogdensburg, N. Y., and eventually all the surrounding towns had these five-cent stores run by men that came from Watertown, all of which had instantaneous success.

The First of the Woolworth Stores

IN the meantime, I was losing time in not getting into the business. The latter part of January, 1879, when I could not hold myself any longer I approached Mr. Moore and told him that I would like to run a five-cent store myself, but the great difficulty in my mind at that time was how to raise the money to start this store. I had only $50. He said he would help me, provided I could get my father's name on a note for $300. I did get my father's endorsement, I selected $322 worth of goods and then struck out to find a location.

The fore part of February I started out on a very cold day, to find a location against the advice of all my friends in Watertown. They all thought it was foolish to give up a good position for an uncertainty, as it did not appear that the five-cent business would last. Everybody seemed to have that impression, as a result, probably, of the fact that some of the stores had dwindled down when the excitement was over.

However, I struck out, and after about a week's time, I engaged a store in Utica, on a side street and then came the "nerviest" act I ever did—it took all my money to write out a telegram to have the goods shipped to Utica. I at that time would have given all the old boots I ever had had if I had never started in the five-cent business. If it had not been for the disgrace of going back to Watertown and being pointed out as being afraid to start a store after I had got one, I don't think I would have ever started it.

I finally wrote out the telegram and carried it in my pocket for several hours deciding whether it was best to send it or not. At last, I got started towards the telegraph office and still I hesitated, walked past the telegraph office two or three times debating with myself whether to go in the business or not. But finally I plucked up nerve enough to go in and send the telegram. From that time on I knew I was "stuck." So I commenced negotiations to put in fixtures and prepare for the goods.

The store opened up at 8 o'clock Saturday evening. Our sales that evening were $9. I was not discouraged with the results, as the store was crowded all evening, yet I could not understand why the sales were so small. On the following Monday I sold over $50 worth, so I was satisfied that the business was a success.

In going it all alone like that, it was necessary for me to learn a good many things that I knew nothing about, among other things a system of bookkeeping, and I had to work nights on that for a long time to get it to my satisfaction. I had to know what to do with the cash, therefore, I kept a cash account—I had to put the cash in a bank, consequently I had to have a bank account. Up to that time I had never drawn a check and knew nothing about them, so I had to learn to draw a check. I found it necessary to have a merchandise account and a fixture account, and these

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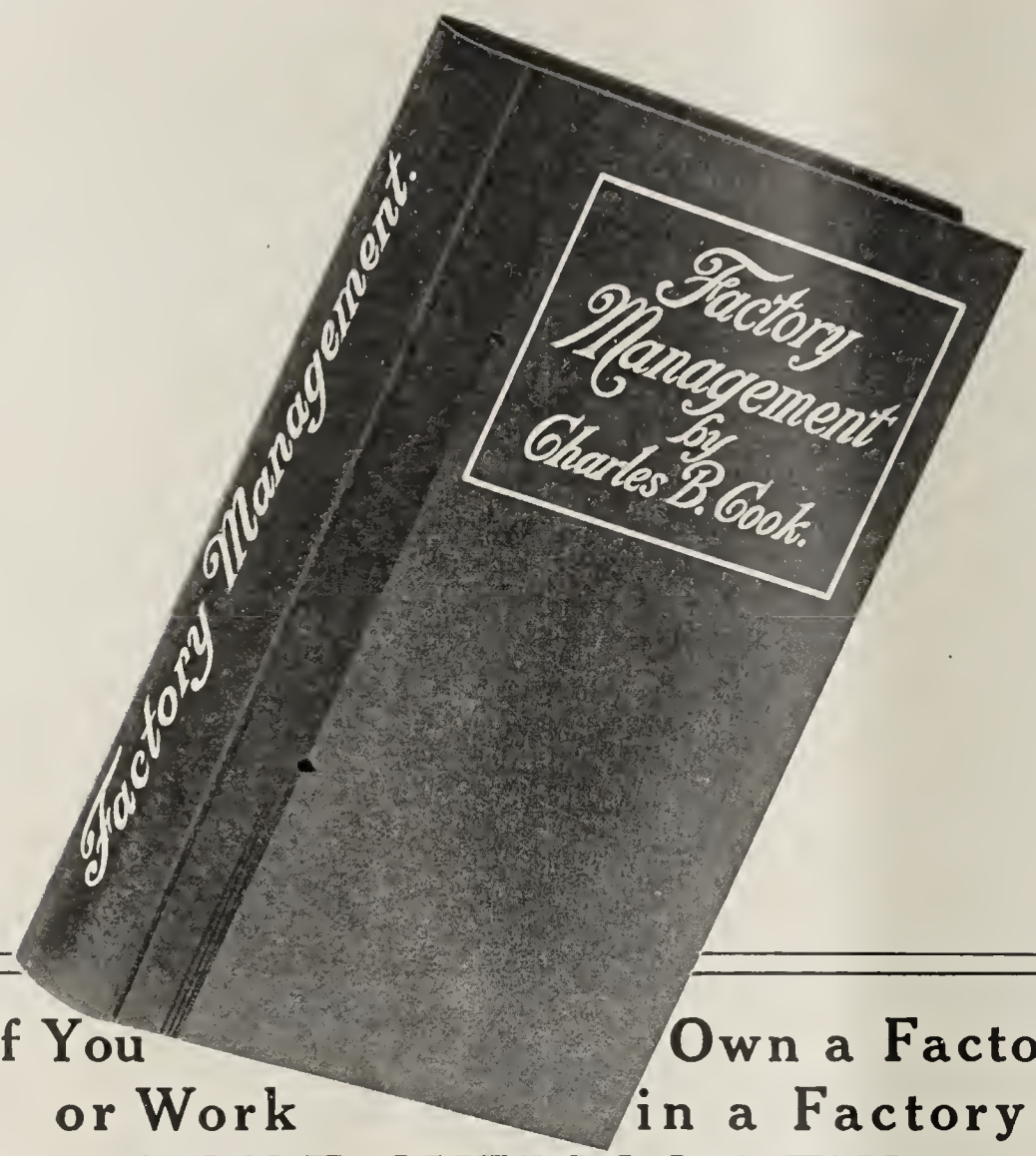
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original books I now treasure as foundations for my later work.

It was also necessary to buy merchandise, and after six weeks I found that I had to take an inventory to ascertain just how I stood and discovered that I was $139 to the good. In fact I took an inventory quite often so as to be sure that the balance sheet was all right. Taking inventory often is a good thing to do where there is small capital. But the trade gradually dropped off because I did not keep the supply of merchandise on hand, having the impression that the five-cent business was only a temporary one.

Finding a New Location

FINALLY, I decided to move into a newer field, and after a long trial I located in Lancaster, Pa., in June, 1879, with tremendous success, and in July I opened another store in Harrisburg, Pa. Here I put my brother, C. S. Woolworth, in as manager. This store proved to be a success also, and the result of the inventory the 28th of December showed that I had made in both stores for the year 1879, $1500, and that to me was a great amount of money.

The Harrisburg store, however, was closed up in March, 1880, as the business had dwindled down to almost nothing, and Mr. C. S. Woolworth, my brother, was put in a new store in York, Pa., which we opened about the first of April. This did not prove to be a success, and after three months' trial we closed up the store and shipped the balance of the goods back to Lancaster, Pa., with total profits of $36 for the three months.

On the first day of July, 1880, I found after inventory was taken that I was worth $2,000, which was an awful lot of money to me at that time. So I left my brother in charge of the Lancaster store while I took a little vacation and went to Watertown, N. Y. When I came back, my brother and I decided that we ought to open another store, working on the theory that if a thing does not "go" in one place it will in another. Before I decided I gave him the choice of locating a store in Baltimore or Scranton. He chose Scranton, and after it had been running about a week he came on from Lancaster to take charge of it.

However, the business in both Lancaster and Scranton fell away, and it was a question in my mind whether the five-cent business had not terminated. In the meantime, we had introduced a line of ten-cent goods which did not seem to increase the sales very much, and apparently the five and ten-cent business was

dead in the summer of 1882. All the men who had started out from Watertown had gradually dropped out. The reason of this was that they introduced into their stores higher priced goods which apparently took away the charm of the five and ten-cent business, and their sales fell off accordingly. But as to myself, with every despair a new hope was born and—a new store. I continued on the theory that offering goods at full value for money received must win out in the end. Thus, at every turn, in buying stock the prime thing was to try and see how big an inducement we could offer for the nominal five and ten cents and—go no higher. So I have continued until the present.

How the Woolworth Stores Grew

I THINK it was the year 1883 when there probably was not a five and ten cent store in the United States doing any business outside of Scranton and Lancaster. About that time, Mr. S. H. Knox, a cousin of mine, had been conducting a country store in some small town in Michigan and was making a fairly good success, having accumulated about $600. He knew nothing about the five cent business, but after he heard my story about the first success of the Lancaster and Scranton stores, he seemed to be interested and wanted to go into it; so we finally located in Reading, Pa., as equal partners.

In the meantime there was a young man working in the Moore & Smith store in Watertown by the name of F. M. Kirby. He was a young man and employed in the store during the five cent boom which was going on in 1878 and 1879, and he remained in that store for some time after the five cent business had gone out of existence. He finally went into partnership with my brother in Scranton, and they opened up a store in Wilkesbarre a week before Mr. Knox and I opened up a store in Reading, Pa. Mr. Kirby remained as partner of my brother in Wilkesbarre for several years until they finally dissolved partnership, Mr. Kirby buying out my brother's interest, and he has remained in Wilkesbarre ever since and made a great success of it.

Mr. Knox remained my partner in Reading for about two years. In the meantime I opened a store in Trenton, N. J., and another in Harrisburg—all with success; but the Trenton store seemed to take the lead in sales and profits. Mr. Oscar Woolworth was my partner in Trenton and Mr. Hesslet was my partner in Harrisburg. Mr. Knox did not like to see the Trenton store going ahead in sales and profits and he wanted to get a larger town to do business in, so he sold out his interests in the Reading store to Mr. A. H. Satterthwait, and in May, 1886, Mr. Knox and I opened up a store in Newark, N. J., which proved a dismal failure. The biggest sales we ever had in that store were $161, which was the first day's sales.

We tried to get rid of the Newark store by cancelling the lease with the landlord, which he would not consent to do, and we were "stuck" for the entire year for rent. Both Mr. Knox and myself were very much discouraged with the outlook. But nothing daunted, I made arrangements with Mr. Knox to open another store somewhere and started on a mission to find a location. Finally, after a two weeks' trip I rented a place in Erie, Pa., and we got another manager to run the Newark store until the first of January in order to make out the rent.

We opened the Erie store in September, 1886. It proved to be a big success and Mr. Knox and I were partners in that store for about two years. In the meantime I was opening up stores with partners in various parts of the country, leaving the partners to continue the work while I looked about for the fields.

The stores in which Mr. Knox and I were partners ran very successfully until Mr. Knox decided that he would like to purchase my interest in the three stores. At that time I did not have money enough to conduct my business as it should be conducted, so I decided to sell out my interest in the three stores. That terminated the partnership and Mr. Knox has remained in Buffalo ever since and has been successful in opening various stores.

But when a partner left I went on with another, having learned to "hang on" perhaps from my first employer, Mr. S. H. Moore. He started to learn the drygoods business in Watertown, N. Y., when he was about 15 years old. He commenced as an errand boy and finally wound up as a partner in the drygoods concern. Notwithstanding the fact that the firm name was changed a good many times, Mr. Moore "hung on" until he built up a profitable business. I have followed his example. Though some of my earlier enenterprises were not successful, though partners have come and gone, in good times and bad, in spite of many discouragements, I have held on. As a result, the stores in which I am interested have grown in number from one to six hundred, and they have recently been combined in a single corporation which is capitalized for $65,000,000.

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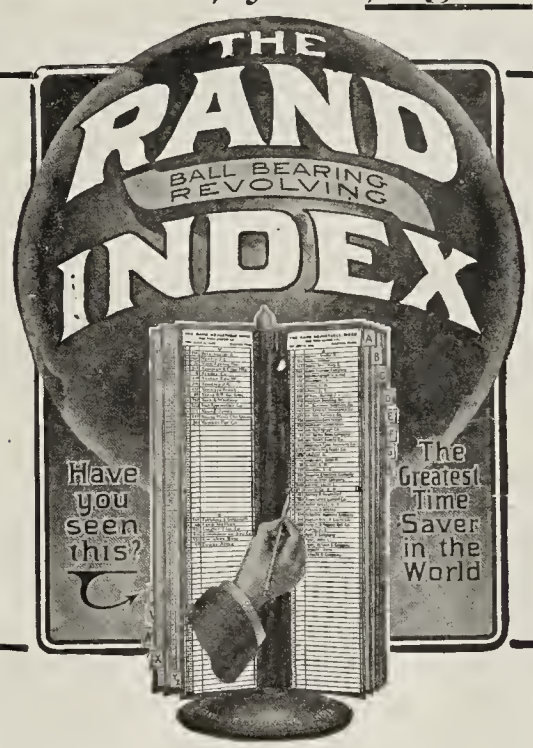
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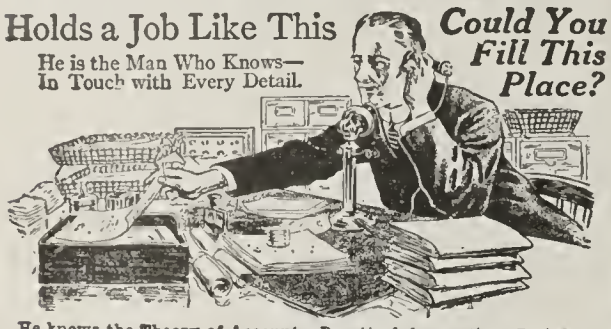
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Making Men Earn More

(Continued from Page 64.)

but leaves the judgment of that effort up to the foreman or manager. It has some good business men as its sponsors. Mr. Hupp of the R. C. H. Corporation of Detroit is a warm advocate of this plan. He says:

"It has been repeatedly impressed upon me that men in our employ should be rewarded according to their individual merits and not by a genral raise as in other factories. That this idea is thoroughly grasped by the superintendents of various departments is proved by the fact that since January 1, 317 individual increases have been recommended or asked for and each of these has been granted. In this way the daily average wage of these employes has been raised 22.6 cents.

"We also have a system of hint boxes, in which the men are requested to place slips of paper bearing ideas by which they feel the efficiency of the manufacturing end can be increased. The reward for this does not come from the payment of any stipulated sum for any hints accepted, but rather in the way of raises and better positions. It is a system which I believe brings better results and is favored by the men above a general increase to all."

Applying Efficiency Principles to the Selling End

THERE are many variations of these plans, but they all have the mutual idea of increasing earnings and production by enlisting the loyalty and willingness of employes; in a word, getting efficiency by buying it. All of these plans had their first trial, perhaps, in factories, but production is not the only part of industry that needs their impetus nor that responds to their spur.

In the last few years the selling end of business has successfully applied the same measures. And when we enter the selling field we can readily recognize the same efficiency measures in a slightly different garb. The salesman who sells on a flat salary and is paid an average stipend regardless of sales corresponds to the wage earner under the old factory system; the salesman who sells on a commission alone is on a par with the factory piece worker; and the bonus and profit sharing plans are also worked with satisfactory results on the selling end.

Many department stores issue weekly bulletins for each department showing each clerk's sales for the week. These names and amounts are listed in order, the man with the biggest sales first. Department heads state that these bulletins have had a very noticeable effect. Every clerk knows exactly what he has accomplished and what his counter associates have done. No man wants to be last in the race; in fact, each has a desire to get as near the top as possible. Not only that but it shows the clerk that his sales record is being watched in the office, and as the clerk realizes this he sees visions of possible raises or letting out according as his showing is good or poor.

A Pacific coast department store which ues this bulletin system has the names of the first five salesmen in each department typed in red. These red letter clerks comprise an honor list and it is understood that the honor list clerks will be given first consideration in awarding higher up jobs. This plan has shown good results. Another department store carries this plan one step further and in addition gives first and second prizes each week to the two salesmen with highest sales records. This is the latest plan for increasing retail clerks' sales that has come to light, and just now it is being used with success not only in department stores but in the smaller retail establishments all over the country. Some stores have used cash bonuses in the same way but the weight of opinion is in favor of the premium. Strange as it may seem, it is stated that the men will work harder to obtain a premium valued at $5.00 than they will for the actual $5.00 itself. Of course the success of this scheme depends largely upon a wise selection of premiums that will make an especial appeal to the particular men you want to reach. These premium awards for increased sales have been tried with just as good results by jobbers as by the retailers themselves.

Getting More Out of the Office Force

A DEFINITE measure of award for definite increased efficiency is the ordinary basis for any such plans as these. But many firms go further and give their employes concessions of a more general nature as an incentive to added efficiency. While these methods may seem more roundabout, they have proved themselves no less resultful. There is one place where the general benefit scheme is the only practical one and that is in handling office forces. You may measure the product of an iron molder or an automobile assembler, or the sales of a clerk or road-man; but when it comes to the office force it is almost impossible to measures the services performed. Here it is that the matter is best handled in bulk.

The office man must be made to see that certain standards are expected of him and that the house appreciates extra effort. Bonuses and piecework schemes are obviously impossible here, but the worker may

be infused with loyalty and made more efficient by granting him such concessions as will show him that the house is playing fair.

The manager of a Chicago mail order house has a hobby of running short hours at full speed. He gives his employes two weeks vacation on full pay every summer, gives them the benefit of every holiday on the calendar and closes at noon every Saturday, all to produce more loyalty and a feeling that the firm is liberal and the men feel bound in common decency to give their best efforts in return. The head of this concern says that his idea of an ideal efficiency measure would be to have every employe on hand at seven in the morning and work without intermission until 1 p. m., when the day's work would be at an end. He feels he could get more work out of these six hours at full speed when the workers realized what an opportunity for recreation it would afford them. He hasn't been able to persuade his firm to adopt this plan as yet but hopes to give it a fair tryout soon.

The New Revolt of Labor

Continued from Page 66.)

They became mere members on the pay rolls, unidentified in any other way with their employment. There was no welfare work done among the workers, no effort to bring them into closer relation with their industry, with the government of the community in which they lived, or with American life and institutions. They formed just so many foreign quarters and they were let alone.

Without dwelling upon the ethical quality of the strike, when the moment came there was no feeling among the workers that they were in any sense a part of the industry which employed them. The personal equation did not enter into their daily lives. There was no place in their psychology for loyalty. A mere number, a human cog in a machine cannot be expected to feel loyalty. There was hostility, hatred, bitterness among the unorganized, impetuous mass, and when the revolt came it was violent. Here was the big chance for the leaders of the revolutionary movement. These workers, ignored and neglected by the trades union element, proved excellent material for the new organization. They accepted eagerly the doctrine that to the worker belongs the entire product of his labor; they entered with enthusiasm into what they understood is a fight for the abolition of the wage system and the collective ownership of all industry. They demanded a 15 per cent increase in wages, with the understanding that it was but a temporary demand—that they would eventually strike for more and yet more, until not a piece of paper should draw a dividend and only those who actually worked should share in the product. They carried on the fight with an enthusiasm unprecedented in the history of strikes. Their leaders were arrested and jailed, charged with being accessories to murder, instigators of riot, etc., but they held out and won. And when they went back to work the workers were getting more money; their organization was untrammeled; they were bound by no contracts or time agreements. They can strike again tomorrow and they will strike the moment a cause for grievance presents itself.

Viewing their largely increased pay roll, the mill owners began to apply the lessons they had learned and which, learned and applied earlier, would have made their employes a happier and more contented lot and Lawrence a better city. A system of public welfare has been devised, at the expense of the mill owners. Civic improvement engineers have been employed, play grounds and open air gymnasiums planned and begun, and educational programs are under way. All of this may now be too late for Lawrence, where the workers have tasted the sweets of victory, but in other communities it might prove the best investment an employer could make.

Conditions in any industrial community are susceptible of improvement from the workers' point of view. Just what may be done to improve conditions, from a purely investment point of view, is a study any employer will find worth while. Leaving philanthropy aside, and considering dividends only, much may be done by the employers to give their workers a feeling of identity with the industry. But the methods must be adapted to the present status of labor. A new condition has developed which demands specialization on the part of the employers in the economics of the day.

The Changing Tenets of Labor

THE big change in industry, as in all things in life, has been going on until from no standpoint does life present the same aspect that it did even five years ago. Hence the old formulas are outworn and will no longer serve. The working class has had a strong reaction from the love-feast stage of labor and

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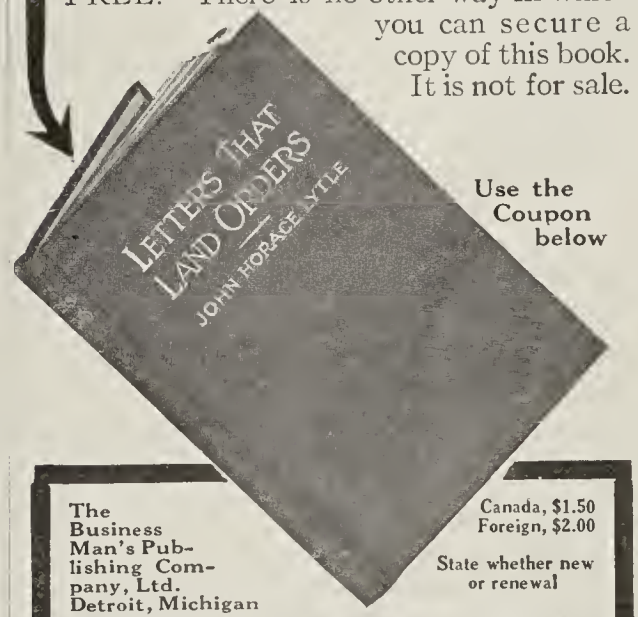
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DETROIT, MICH.

capital. Less than a decade ago the National Civic Federation, newly come into being, was preaching the conciliating doctrine of the identity of interests of employers and employed. The American Federation of Labor stood for the same thing while trying to make a somewhat better bargain for labor. Syndicalism had not yet gained an important following. Employers were not called upon to combat a force which sought to eliminate them entirely. There was no strong revolutionary movement. Boards of arbitration settled labor disputes, trade agreements for long periods were signed. The Socialist strike was unheard of, labor and capital worked hand in hand with philanthropists and reformers to pass remedial legislation, and the state began to assume a share of responsibility for measures that would preserve industrial tranquility.

Within six months in the East much of this attitude has been swept aside. The new code of the worker holds time agreements and contracts to be unpermissible. The I. W. W. may compromise a strike or may lose, but they will have nothing to do with arbitration. They hold remedial legislation in contempt and say instead, "Make labor laws in your union and enforce them in your shop with the general strike if necessary." As to the vaunted identity of interest between capital and labor, the preamble of the Industrial Workers of the World says:

"The working class and the employing class have nothing in common. There can be no peace so long as hunger and want are found among millions of working people and the few who make up the employing class have all the good things of life.

"Between these two classes a struggle must go on until the workers of the world organize as a class, take possession of the earth and the machinery of production and abolish the wage system."

Perhaps the most important discovery ever made by labor came with the Lawrence strike. It was that the workers do not need a strike fund. The strikers in Lawrence were penniless, but contributions from sympathizers from all over the country financed the strike and enabled them to hold out for two months. Heretofore the success of a strike has been assumed to depend upon the financial resources of the union involved. The new method throws financial responsibility for the strike upon labor at large. The result is that the I. W. W. leaders say to the workers, "Strike when you have a grievance. Don't wait for a big strike fund. It isn't needed."

That is perhaps the most important precept of the new leader of labor. The next is:

"Win or lose, sign no contracts. Leave yourselves free to strike again tomorrow."

They mean that one strike won will not end the struggle; that it will not be ended until the working class has accomplished "its historic mission." Whatever the employer may feel about it, the revolutionary labor movement is unending warfare between irreconcilable enemies. That is labor's solution of the industrial problem. So far the employer has advanced no practical working plan of his own, and the time has surely come when such a plan is needed.

Fitting the Argument to the Man

(Continued from Page 67.)

what he is most interested in will bring the desired information. But in cases where the prospect will not "open up," strategy needs to be used.

ONE successful specialty salesman starts by touching upon each of the many points of advantage in his product. He watches the prospect intently for a sign that some one particular point interests him. His cue may come from a smile from the prospect, a brightening of his eyes, a question or comment of some sort. Then he concentrates his talk upon the line of thought that interested the prospect, and concludes by touching upon all the points of advantage of his product.

The moment the prospect appears to lose interest in the conversation the salesman switches to another point of appeal, "For," as he says, "lack of interest on the part of a prospect means that I've not yet touched a responsive chord, and I've never yet found a man who wouldn't listen attentively to something he was deeply interested in."

I'D heard that Blank & Co. had a new office manager," said an office-furniture salesman, "and as I'd often been able to open a new account by seeing a new man soon after his appointment, I dropped in to see him. He received me courteously, said that while he had no orders to place at present he would bear me in mind when he purchased—a nice, easy turn-down.

"I talked various systems to him in the

hope that I could discover his pet idea, but without avail. Just as I was about to bid him good-day, I noticed a vertical file alongside his desk and figured that he must have frequent use for it or he would not keep it so close by. I resolved to use vertical filing as a means to draw him out. So I remarked, 'I see you use a numerical vertical filing system, Mr. Thompson.'

"'Yes, it fits our business better than the alphabetical. I've devised a system of my own that seems to work better than those in general use.'

"'May I see it?'

"'Certainly.'

"Then turning to the file he took out a folder and an index card and started to explain how his system was operated. That was my cue. I came back with, 'Your system is one of the best short-cuts I've seen for a long time, Mr. Thompson. Numerical systems have many advantages over others. We've experimented a lot with numerical systems and have worked out some ideas that may be of interest to you.'

"Then I opened my portfolio and showed him sample records of various kinds based on the numerical system. He was all attention, asked for sample cards and inquired if we had anything new in follow-up systems.

"'We've several unique follow-up systems at the office, Mr. Thompson,' I replied —'I'll bring you sample cards tomorrow.'

"One of the systems I submitted on the following day made a big hit with him and I came away with an order for a complete equipment to care for a list of 300,000 names.

"Ordinary soliciting methods would never have uncovered this order—it came to me solely through taking a chance shot at the filing case next his desk and thus discovering how to adapt my selling talk to his requirements."

FOR months I'd been working on Nickelsen, who ran a three-man grocery store," said a store-system salesman, "but simply couldn't close him. In practically every grocery store losses occur through failure to charge goods sold on credit. I hammered on this point time after time, but Nickelsen insisted that his charge system made it impossible for losses to occur in his store. Like lots of men in other branches of business he'd devised a system of his own, and wouldn't consider for a moment the suggestion that it might not be perfect.

"I'd made up my mind to sell him by sheer persistence, and to that end called on him twice a week regularly.

"While in his store at about 7:45 one evening, a neighboring storekeeper dropped in to take Nickelsen to a local meeting of storekeepers called for the purpose of devising methods to draw trade to their locality.

"'The meeting starts at 8:15,' he announced; 'it's only two blocks away, and if you close up shop on time we can just make it.'

"'Nothing doin,' was Nickelsen's laconic reply; 'I simply can't get there before nine —it takes me the best part of an hour to enter up my records for the day.'

"Here was the chance I'd been waiting for. When the other storekeeper had left, I said to Nickelsen, 'You ought to attend that meeting.'

"'Yes,' he replied, 'I want to, but no matter how I hurry I can't enter up my books in less than an hour.'

"'I know of a system that is practically automatic in operation,' I answered; 'it enters up records as fast as they are made. Within ten minutes of closing time you can have all your records entered up automatically.'

"His smile was one of disbelief. Then I talked our system to him from the standpoint of its simplified records—how its use would free him from bookkeeping drudgery and enable him to get away on time. 'These bright summer evenings, Mr. Nickelsen,' I continued, 'you ought to be out in the park with your family instead of being shut up in your store figuring.'

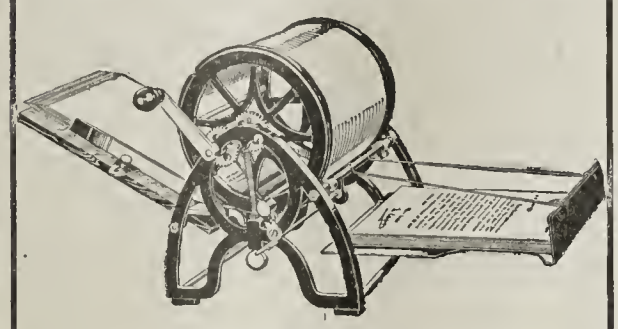
"Interest was written all over his face. I continued with the same line of talk for a while, and finally obtained his order subject to our system doing all that I had claimed.

"Until that evening I'd been shooting 'birdshot' talk at Nickelsen, and it didn't hit the bullseye. I'd never have sold him by those methods. But my same arguments stated from the standpoint of what he was interested in—*getting away on time*—struck home immediately and turned an 'impossible' prospect into a buyer."

INSURANCE salesmen as a whole make clever use of arguments based on the exact needs of the prospect. No experienced insurance salesman thinks of launching a general selling talk at a prospect in the hope that some one of the many points will appeal to him. Instead, he first discovers the circumstances of the prospect and then dovetails his selling talk with the prospect's condition.

Thus, if an insurance man learns that a certain young man has recently become engaged, he seeks to impress him with a sense of responsibility—shows how in the event of a mishap his wife-to-be may suddenly be left without an income. "And," he continues "one of the finest presents you can give your wife on her wedding day is a life

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The **ROTOSPEED** is a stencil printing machine, built on the most modern principles, producing printed matter at a rate of 75 to 100 copies per minute, embodying new principles as applied to a machine of this character, insuring accuracy of printing speed and simplicity of operation. **Your office boy can operate it.**

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Prints actual fac-simile business-getting letters. **A perfect reproduction of your personal typewritten letters.** In fact, any kind of printing, drawing or writing done with pen, pencil and typewriter. **At a cost of but fifteen cents per thousand.**

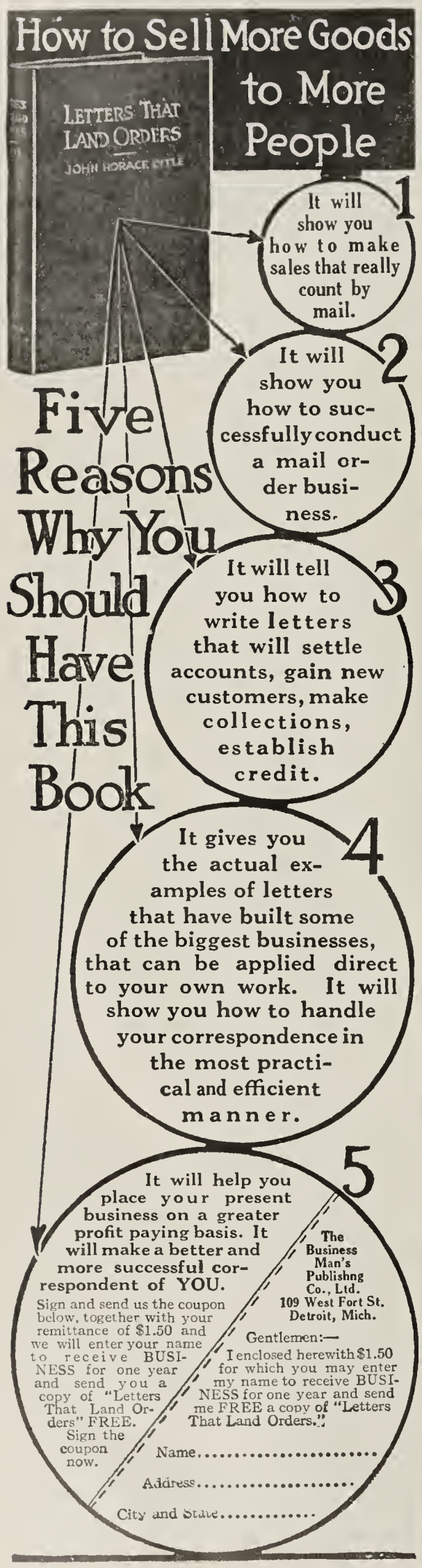
WHAT YOU NEED

Facilities in your office for getting out at a moment's notice, in large quantities, **personal letters,** postal cards, collection notices, salesmen's advance notices, advertising rates, real estate descriptions, market letters, factory forms, report sheets, school work, etc.

The **ROTOSPEED** meets these requirements and avoids the **expense** and **annoyance** of delay when you **must** send printed matter of this character to the printer.

The ROTOSPEED is as essential to your business as your typewriter.

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insurance policy that will protect her from want in the event of anything happening to you."

His next prospect may be a young man just starting in business. The prospect is told that nothing is certain in business. No matter how successful he may be—how much money he may make—he should provide for unexpected reverses by taking endowment insurance that will provide for the payment of a snug sum of money in later life. "And," he continues, "even though you may not actually be dependent on this money later on, it is an easy way of saving, for you'll not notice the small payments, and everyone—no matter how well-to-do—can always find use for several thousand dollars in middle life."

No two prospects are given exactly the same talk. Basically it is the same, but in each case adapted to the conditions of the prospect and stated from his viewpoint.

A RECENT experience with a prospect taught me more about selling than eight years' experience," said a farm-land salesman in Chicago. "I'd followed up a reply to one of our advertisements and found the prospect to be well-to-do. I naturally supposed that a man of his type wanted to buy land as an investment. So I based my selling talk on the productiveness of the soil, the ease with which the land could be rented or sold, and the rapid growth of the country. My entire talk was one of easy, quick and sure profits. But the prospect didn't seem to warm up. After an hour's talk I sized him up as a 'curiosity seeker,' or maybe a competitor who wanted to discover my firm's method of selling land. Only one question did he ask me, and that was a casual one about climate.

"Just as I was about to leave, the 'phone bell rang. After having answered the call the prospect said, 'You must please excuse me now—my physician is coming over to give me a treatment.'

"As I rose to go, he continued, 'I take a daily treatment for deafness—my hearing is not as good as it might be.'

That gave me my cue. His trouble was a common one in that section where the humidity often affected the hearing.

"'I think I know of a way to cure your deafness without taking any treatments at all,' I continued.

"'How?'

"'The damp air and humidity is the cause of your trouble. There's only one way to cure it permanently, and that is to move to a dryer climate. Blank State, where our land is located, is the best place in the country for you. I'll almost guarantee that your hearing will be perfect after you've lived there a month.'

"Then I related instances where people suffering from various ills had been cured by moving to our land. I didn't talk land, or farming, or profits—I talked *health*. To hear me one would have imagined that I was a solicitor for a sanitarium.

"Then the doctor was announced. I closed my talk with, 'Your physician will tell you that what I say is true, Mr. Blank; ask him. Our next excursion to the land is on May 7. Will you come with me and look it over?'

"'Yes; reserve a ticket and a berth for me.'

"By taking it for granted that this prospect was interested in profits, farming, and land I almost lost a sale. These things did not interest him in the least. But the moment I linked my selling talk with his needs—and talked from his viewpoint—he was deeply interested and warmed right up. When we arrived on the land I introduced him to several people who had settled there for their health, and he bought a twenty-acre tract.

Creating Traffic for the Railroad

(Continued from Page 72.)

As a plain matter of fact railways are being built in Western Canada at the rate of three miles a day. Every three days, therefore—on an average—a new siding is constructed. Each siding represents a prospective town. Therefore it is not surprising that one hundred and twenty-seven towns, by actual count, were launched in one season. All of them, of course, are not large cities. Many of them never will be. But they are far enough apart to become necessary shipping points for the farmlands about. That means more business for the railroads—better service for the farmers.

How the New Towns Are Settled

THERE is another point, however, to be considered. That is the class of people that are attracted to these towns; the manner in which they are secured. The method employed by the railroad in this respect is unique. Immediately after the town-site itself has been selected the road turns over the business of upbuilding the towns—securing the people and the industries—to a firm that acts in the capacity of its authorized agents. It then becomes the business of this firm to point out the opportunities

and business openings in the town, as well as to transact the real estate business.

Every effort is made in this way to secure only the most desirable people, as the success of communities is dependent almost entirely upon the class of people attracted to them. Then, too, by handling the townsites in this way, the railway is able to avoid the dangers that would otherwise result from the manipulation of real estate by wild-catting firms.

Last year, for instance, a good example was furnished of this plan when Mirror—the new divisional town on the Edmonton-Calgary line — was given its initiation. Here the system employed was that of holding a public auction of the town lots—a sale that attracted business men from Europe and the United States and resulted in 577 lots being sold in 660 minutes, at an aggregate purchase price of $250,000. Even before this, however, two of the leading banks of Canada were represented with branches on the Mirror townsite, while numerous business houses were already in course of construction. All of this was less than a year ago. Yet Mirror today is a prosperous, rapidly-growing town.

As an instance of the care that is taken in securing satisfied citizens for these towns, one of the new business men of the town —the owner of one of the general stores —had become interested in Mirror while still living in the United States. He wrote at once for further particulars, asking for information concerning any specific openings that might exist. In reply he received a lengthy letter which described the conditions as a whole and numerous individual opportunities, as well. From these he selected an opening for a general store and again requested further information. He got it. In fact, from the data he received, he would easily have been able to buy his lot, put up his building and arrange his stocks on his shelves, without any further knowledge.

Consequently he sent his check for two lots that he had selected, and decided to move up this fall. Then—a month later—the fear of failure seized him and he began to waver on his plans. So he wrote up again, stated his fears, and asked to know if better openings might not exist in other towns. He was informed, in reply, that the railroad had absolute confidence in the town and in the opportunity that existed for a new general store, but that—if he felt the least doubt in his mind—they would much prefer to have him come up and look over the situation, in which case—if he were disappointed—they would undertake to dispose of his lots. The fellow went up and looked around. He stayed—and became the most self-satisfied, optimistic booster in the town.

In its promotional work the Grand Trunk Pacific is working along rather original lines. It realized at the outset that Western Canada was a new land, that people could not be expected to understand and appreciate the opportunities of the country. It foresaw also that stories—more or less inflated—would go out of Canada concerning conditions; tales naturally enough overdrawn. Therefore it anticipated this "show-me" spirit by determining to be absolutely exact in its statements. It is a policy of the company that no information of any kind shall go out from its offices that cannot be proved by facts and figures. It decided that, both for business and moral reasons, one satisfied settler was more to be valued than a hundred disgruntled citizens. It's good business dope, too.

Running a Railroad on New Lines

THE Grand Trunk Pacific is a comparatively new line. Passenger trains have been in operation upon it for hardly more than a year and a half. Consequently it is mostly future and not much past. For that reason the road has realized that it has a reputation to establish—that its big business is still to be done. It began by putting down the finest roadbed on this continent, a piece of work that engineers from across the ocean have come to see. It followed by making its train equipment as perfect as money could buy. It further set down as a rule of the company that "politeness pays"—a precept that has been adequately justified by results.

Already it has introduced a number of innovations to the railroad world. Most important, perhaps, of these is the new system employed in the collection of tickets and fares on the train. Unlike other roads the train conductor has nothing whatever to do with the handling of passengers' fares. His business is to manage and look after the safety of his train. His authority on the train is absolute. The tickets and fares are collected by an official known as the "train agent." It is the latter's duty to look after tickets and fares and to keep a close record in this regard, as well as to have available and furnish enquirers with information as to train connections, refreshment stations, time of arrival and departure, etc. He is, in fact, to all intents and purposes a traveling passenger agent—a God-send, most people call him, to the traveling public. Another noteworthy innovation is that all liquid refreshments, candies, etc., etc., served in the dining cars are put up in individual, antiseptic packages—a policy of cleanliness that is typical of the dining service as a whole.

No detail, however insignificant, has been overlooked in the building and running of this newest road. And it is just this sort of spirit that is winning business for the line —little attentions to detail, such as a sign in the smoking car suggesting that non-smokers do not occupy seats in the compartment to the exclusion of those who desire to smoke; the abolishing of smoking in the dining-cars out of courtesy to the women passengers, and a dozen other things, small in themselves, that help to add to the comfort of the passenger.



Your Chance Awaits You Somewhere

Yes—***your*** chance. Special training will help you find it. The I. C. S. will bring special training to you—no matter where you live. So, if you are ***really*** willing, and ***really*** ambitious, mark the attached coupon and learn how you can find ***your*** chance through I. C. S. help.

Salary increases and better positions won through I. C. S. help are being ***voluntarily*** reported by I. C. S. students at the rate of over 400 every month. Many of these men could only read and write when they enrolled—they had had no schooling to speak of—yet they ***won*** because the I.C.S. made everything easy.

You can win just as easily—without leaving home or giving up work. Marking the coupon puts you under no obligation. Then, mark it ***now*** and learn how you can find ***your*** chance.

INTERNATIONAL CORRESPONDENCE SCHOOLS
Box 1076 SCRANTON, PA.
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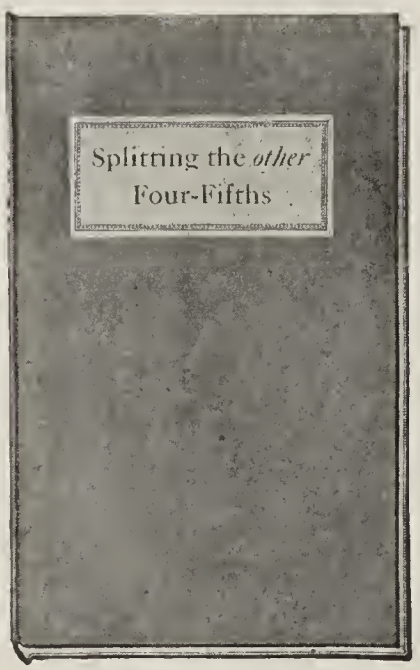
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Building Contractor	Show Card Writing
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Concrete Construction	Commercial Illustrating
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ADVERTISING ART *and* COPY



¶ An old scout detailing a chapter of his Indian warfare, seizes attention and holds it convincingly because his hearers are interested both in frontier adventure and himself. If they didn't care a whoop about either, he'd be shut off as a self-centered, garrulous old bore.

¶ And right here enters the application to ad preparation—it is so easy to make ads self-centered, prating old bores.

Entrust Your Advertising and Its Problems To Us

¶ *Every man on our staff, writer or artist, is a copy specialist—analytical, creative, individual. The ideas dug up are original and apt. The copy is prepared with the scientific care that projects ideas clearly and effectively. It is built to carry through the eye to the sticking place where ads do business.*

¶ *In the preparation and printing of artistic booklets, folders, catalogs, and other mailing matter, we will assist you with heartiest co-operation at any point, or will take over the entire burden from the conception of ideas to the delivery in print. We are closely associated with every factor skilled and mechanical that contributes to the finished product of the printing art.*

¶ *We invite your enquiries.*

The Ceylon Hollingsworth Company

Mahoning Bank Building, Youngstown, Ohio

Boys and Girls Who Never Had a Chance

Grand Movement Instituted by Gen. Oliver Otis Howard to Educate Southern Mountain Whites Now Being Completed by Gen. Thomas H. Hubbard, Acting President; William Howard Taft, Honorary Vice-President.

Ancestors Conquered Wilderness

Endowment Association of Lincoln Memorial University Endeavoring to Raise an Endowment Fund to Enlarge its Capacity So That Hundreds Now on Waiting List May Enter School.

Millions and millions are spent in foreign lands annually by Americans to educate boys and girls of benighted races to a point where they are supposed to be far above their own people. Here in the United States there are thousands of white Americans in the Southern Mountains eager for the education which will raise them till they are on even terms with the remainder of the Nation. It is a strange picture, and stranger still is the fact that so far there has been no very large amounts forthcoming with which to do the work.

The Strange Story of a Submerged People

When the American Colonial pioneers moved westward from the growing settlements along the Atlantic, they penetrated the Appalachian mountains and formed communities in the mountain valleys that were up to the standard of the hardy pioneer life of that day. Everyone is aware of what a magnificent race were the pioneers who broke this American wilderness; they were brave, industrious, honest, God-fearing and intensely loyal to American ideals. Later the great tide of empire sweeping westward found the mountains a barrier to commerce and communication and so progress swept around and overleaped them. The most advanced, prosperous and enlightened nation in the world has grown up around them, leaving them submerged in the manner of life a century back, isolated from nearly all that the rest of the land enjoys, and now in the fifth and sixth generation, we find them, hale, hearty, freedom-loving, patriotic, but out of step with the Nation, though earnest and willing whenever they get a chance. ***They are the Nation's neglected children and it is our duty to care for and lift them up.***

The progress of the remainder of the land has failed to penetrate the mountains until recent years; enough has come to them to make them hungry for education and enlightenment and they deserve to have all the help the more fortunate part of the country can offer. In the Civil War tens of thousands of their sons participated, and no more loyal soldiers or better soldiers were there than those Mountaineers. From the hills moving Westward, thousands of their sons and daughters have done the newer pioneer work, and proved themselves among the best people to be found in the West today. It is for this people that are left behind and who are entreating help to better themselves that a grand movement has been instituted.

Lincoln's Fondest Hope

The Hanks and Lincoln families were bred of these mountain people, and young Abraham Lincoln fought for his education about ninety years ago, lying on the floor poring over borrowed books by the light of pine knots blazing in the hearth of the wretched cabin. When President, his fondest hope was that at the conclusion of the war he might break down the barriers that surrounded these splendid, sturdy, loyal people of the mountains and give them a chance to be valuable, progressive citizens. This movement is along lines that were laid by Abraham Lincoln who came from this stock, and who, if he had lived would have carried them out himself, with all the wisdom, sympathy and understanding of which his great heart and mind were capable. He gave the plans before his death to his friend, Gen. Oliver Otis Howard, and part of this fruit has been the establishment of over seventy schools and colleges.

Memorial to Lincoln

Planning to make the most necessary and the most promising of them all a permanent living memorial to the martyred President, it was named Lincoln Memorial University and was located at Cumberland Gap, Tennessee, where it would be easy of access to the young people of four states.

That the Lincoln University Endowment Association, of 1170 Broadway, New York, officers of which include Mr. Taft, Mr. Sherman, Mrs. John Hay, Mrs. Morris K. Jesup, Alton B. Parker, Theodore Roosevelt, Henry Watterson, Jacob M. Dickinson, etc., and which is the organized form of the movement to raise the needed Endowment Fund, as an imperative task before it is fully evidenced by these startling facts.

In the years the school has been under way it has grown rapidly until at present it has almost six hundred young men and young women students. Some seventy-five were sent from the school into the remote mountain communities, and those to whom they have taught a little are now clamoring for a chance to learn more. There is no place for them to turn to in their condition, save to Lincoln Memorial University and hundreds of them are willing and ready to enter at once if there was only place for them.

The Endowment Association is endeavoring to raise a million dollars immediately, in sums of any amount, given by the American people who love the memory of Lincoln and who do not wish to see these poor children go with their hopes to be something, crushed because there was no room.

True hearted Americans cannot learn of these things without a wish to go into their pockets and give at once, and that is just what the Endowment Association asks them to do, to send money or check in any amount at their earliest convenience, to the Lincoln Endowment Association at 1170 Broadway, New York City. The man whose children are going to a free public school knows what it would mean to him or them, to have the doors of that school closed in their faces. Now is the time to give, and keep the Lincoln school open for the children whose parents are unable to provide teaching of any sort whatsoever.





Less than 10 months ago "phossy jaw," caused by the fumes of phosphorus, attacked large numbers of match-workers. Enforced care of the teeth and legislation against the use of poisonous phosphorus has practically eliminated the disease.

The FIGHT AGAINST INDUSTRIAL DISEASE

How Some Manufacturers Have Invoked the Aid of Science to Safeguard the Condition of Workers in the Dangerous Trades

By Bailey Millard

"WE MAKE a specialty of fighting down disease and ill-health in our works," said the head of a large mill in Louisville, Ky., which is noted for its lack of labor troubles. "It costs a lot of money, *but it pays.*"

This last clause sounds one of the keynotes of the new order in industry. Progressive factory, shop and mill owners not only have found it soothing to the moral sense to improve the health of their employes by adopting up-to-date sanitary methods in their plants, but they have also found that money invested in this way has been a profitable investment. This fact is as true under ordinary conditions as it is in the dangerous trades. A contented, healthy, interested working force is the first requirement for a maximum output. Without these conditions efficiency is impossible.

Good ventilation, for instance, has a definite money value. This has been illustrated in the experience of a firm of shirt manufacturers in Berlin, Ont., where in four years after a perfect system of ventilation was adopted the amount of business was doubled, the absence of employes on account of sickness was reduced one-third, and 430 operatives did 90 per cent more work in one year than was done by 522 operatives in a similar period four years before.

Getting Rid of "Phossy Jaw"

BUT good ventilation is only one of many factors in the fight against industrial disease that is being waged by manufacturers all over the country. The best results accomplished in this line have been in the match factories. Less than ten months ago "Phossy Jaw," or phosphorus necrosis, was attacking large numbers of match-workers. It appeared that 65 per cent of all employes, men, women and children, in the match factories were liable to the disease and that the list of victims was growing monthly. A surgical operation upon the jaw was usually the only means of arresting it. The case of Rose Connolly, a widow who supported herself and children by matchmaking, was pitiful in the extreme. At the age of 36 she is now able to take only liquid food, because of "phossy jaw" and the operation necessary to arrest it. Employers found that where the teeth of operatives were sound the disease was rare. They therefore insisted upon their foremen hiring only those persons who had good teeth and had signs displayed reading: "Employes must have their teeth filled." Better ventilation in the mixing, dipping and drying rooms was adopted. This decreased the danger of breathing the phosphorus fumes, as did also careful attention to the cleanliness of all portions of the factory. And yet, though decreased in volume, the disease continued.

Dr. John B. Andrews and other scientific investigators pointed out to the manufactur-



To safeguard white lead workers from poisoning, the men are supplied with devices which prevent absorbing the lead through the mouth.



In the modern shop, saws and sharpening stones are covered by hoods so that dust and filings may not enter the lungs.



Mercury is used in treating the material of which felt is composed and the inhalation of the poison has been the cause of devastating disease among hat workers. As a result of sanitary measures that have been adopted in this country, mortality in this trade has been decreased in an extraordinary degree.

ers that if they would substitute white phosphorus for poisonous phosphorus, necrosis of the jaw would disappear as an occupational disease.

"Well," said one of the biggest manufacturers in the business, "white phosphorus will cost five per cent more than the kind we are using, but we will make the change if the other match manufacturers will unite with us in the move."

It was found that here and there an objection was raised among the match men. So that the leading match-makers, who were all in line for this reform, found it necessary, in order to make the movement uniform, to work with Dr. Andrews and others in getting a Federal law enacted prohibiting the use of poisonous phosphorus. This act was signed by President Taft in April last. Some of the old conservative and really inhumane companies declared that they would have to go out of business, as matches could not be made with white phosphorus, but one manufacturer who had urged the reform set to work to make a strike-anywhere match of that material, showed the others how to do it, and now all the factories are turning out harmless matches and "phossy jaw" has been eliminated from the list of deadly occupational diseases.

A Factory of Fifty Years Hence

IT IS an education to witness the best examples of what is being done by shop, factory and mill owners to put down industrial diseases. An ardent advocate of hygienic and economic conditions would find it worth his while to visit a certain big new corset factory right in the heart of New York City. It would give him something to talk about beside vague abstractions that lead nowhither. Here he would see the factory of fifty years hence in actual operation today.

Tuberculosis takes a heavy toll from corset-makers as it does from every class of indoor workers where sanitation is not closely studied. A machine operative, cramping his lungs over his work in a close, fetid atmosphere falls an easy prey to the deadly bacilli. But in this corset factory the best sanitary engineers have been called upon to make each room of the new twelve-story building, occupied by thousands of men and women, as healthful as the operating room of a modern hospital. Filtered and constantly changing air is breathed by the employes on the factory floors. The air is let in high above the street after it has been washed free from dust by a huge spraying machine which brings it to a sanitary temperature and humidity. After being fanned into the ducts this pure fresh air is warmed to 68 degrees in winter, while in summer it may be cooled to a temperature of 13 degrees lower than that outside the building.

The life-giving, energizing effect of this air upon the employes not only makes them practically immune from pulmonary affections while at work, but overcomes that most prevalent of all factory ills, nervous debility. The girls at the machines in the spacious factory rooms are as healthy and cheerful a lot as may be found anywhere. There is probably not an office building in New York that is better ventilated than these corset-makers' work-rooms. There is a hospital in the factory, with a doctor and trained nurse ready at hand in case of sudden sickness or accident and there are numerous other up-to-date, or, one might say, ahead-of-date sanitary and precautionary features that make this an ideal industrial institution.

"Does your big investment in hygienic safeguards pay?" I asked a member of the firm. "I mean in money."

"Pay!" he repeated, with a smile. "I should say it did. But if we lost a little by it or only broke even we would never return to the old system. To be sure, we're not in business for the sake of philanthropy, but it's an immense pleasure to see our employes healthy and happy. Science is going to aid industrial conditions all over the country. Take this one little thing, which is really a big thing.

(Continued on Page 168.)

From CREDIT to CASH

How One Merchant Put a Losing Business on a Paying Basis by Cutting Off Charge Accounts

By Alfred Cook

I HAD been doing the biggest business of any general store in our town, and had enjoyed that distinction for more than two years. But please make a note of the fact that the biggest business is not always the most satisfactory nor the most profitable. Mine was neither.

In a town of less than a thousand people, with some three or four competitors, I was doing an annual business of nearly $30,000 on a stock of about $6,000, which looks like a good volume, yet my bills payable kept me scraping the last dime out of the cash drawer to pay up near enough to the 30 and 60 days to keep my creditors from writing too insistent duns. I scrimped on personal expenditures that I might have every dollar possible to cut down bills, but in spite of all, the totals kept looming a little higher every month, and the scrambling became just a little more furious.

Sometimes when the jobber pressed too hard I would make a loan of $100 or $200 from my bank, promising myself that I would take it up again when things took a turn. But they didn't turn and the loans thus made were never taken up. Some way when the due date rolled around there seemed nothing to do but pay the interest and renew the loan.

I had been doing this now for some time until my notes at the bank almost equalled my unpaid invoices, and the mere interest on these loans made a new levy upon the cash receipts that made me take new reefs in my personal expenditures in order to keep things moving at all.

I was doing a big business, my profits under ordinary conditions seemed good, my expenses were comparatively light; what was the trouble?

Where My Profits Were Going

THERE wasn't any mystery about it to me, and hadn't been for a long time. I didn't need to call in a business expert to tell me why my business was running farther and farther behind and nearer and nearer to the bankruptcy court. It was all as plain as day. For years I had known it—my wife had known it, my friends had known it.



The biggest business is not always the most satisfactory nor the most profitable. Mine was neither.

I had started into business on a meager capital—a capital so small that it was necessary to turn back every cent into the business in order to keep it prospering. But from the first I had done a big credit business. I had always been an easy mark, even before I entered business for myself, and had enough money coming to me from little personal loans to run up into several hundred dollars. The old weakness had pursued me into my business. I didn't have the keenness to see that lending goods is the same as lending money, and that I couldn't hope to do either with my capital, and succeed.

So I adopted a liberal policy on credits at once and was soon doing a big business. That's the one big feature of a loose credit system, the man who ties up to it always increases his sales. It is the feature that blinds so many of us to its dangers.



It was my wife against the field. Everyone else said that my plan would spell my ruin. But my wife won.

I ought not to have thought of even a well regulated, closely watched credit system, for my capital was too small to meet the little losses and disappointments that even the best system must encounter. But, as I look back upon it now, it seems to me as though I threw all caution to the wind and ran as loose and as unwise a credit business as it were possible to run. And so you have the reason why my big business was running behind. I was investing the profits in a lot of poor accounts. One old set of ledgers had over $2,000 of unpaid accounts on its leaves that I never even looked at any more. Besides that, I had fully as much more on my account register in what I regarded as live accounts, but even these weren't very dependable assets, as I had learned to my sorrow many times when I wanted a hundred in cash and wanted it quick but didn't know where to go to get it out of all that $2,000 worth of "good accounts."

I Decide Upon a Change of Method

FOR the past five years my wife had kept at me in a vain but never ceasing effort to get me to forsake the credit business entirely and adopt a strict cash standard. In a way I felt she was right and yet I was afraid. Afraid that I wouldn't have the nerve to turn down the credit applicants and afraid that my sales would drop to nothing.

At last when it looked as though I had to do something and do it quickly, and that there wasn't much chance of making things worse, I decided to give it a try. I didn't make this decision all at once, however, but came to it gradually and after many talks with my wife, with traveling men, and with others. And, to tell the truth, it was my wife against the field, for pretty nearly everyone else opposed the cash system unreservedly and told me that its adoption would spell my ruin.

"You can't do it," said one of these traveling men. "It's against all precedent and all reason. I don't know a single man on my territory that has ever made it work."

But my wife won. Somehow her arguments were irresistible. When she told me how she had denied herself personal comforts only that I might have the more to

hand out to someone else, she touched the soft spot and I gave in.

Without keeping you waiting another moment I want to say right here that I did adopt a strictly cash business policy, adhered to it rigidly, and in the end pulled my shaky business up into the ranks of the profit payers.

The story of how I accomplished it ought to be of interest to other retailers, for I know there are hundreds of them that would like to adopt the strictly cash policy if they thought it practicable.

How I Profited by Others' Mistakes

BEFORE I took this step, however, I did some careful thinking and managed to remember that two other merchants in our town had tried the "cash" system at different times in the past few years and had abandoned it after a short trial. I determined to go to these men and learn from their own lips why they had not made a go of it, then I would try and avoid their mistakes.

The first man, a meat market proprietor, told me that he believed he might have made a success of the plan if he hadn't made the mistake of starting before he was ready. Some time in December he conceived the idea that the new year would be an opportune time for making the change, and posted up a placard notifying the public that after January 1st his terms would be strictly cash. But he hadn't had time to educate his trade to the new order of things, and he hadn't the nerve to stick in the face of loud protests, so by noon of the second day of January his strictly cash policy was shattered beyond recognition and the sign came down.



At first I was tempted to compromise, but I remembered the experience of my grocer friend and said good-bye to the business.

The second man, a grocer, said his principal trouble had been the fact that he had allowed half a dozen of his best customers to continue their accounts sub rosa. Their trade was very desirable, and their credit gilt edge, and he hadn't the nerve to turn them down. The result was that others soon learned of this partiality and questioned the dealer's good faith. In a short time he, too, went back to the ledger.

I resolved to profit by these mistakes. First, I would give my customers long advance notice of the change. I would even go to the extreme in this matter of time so that I would have time to educate my customers to the virtues of the cash system and show them how they would be benefited by it. So I promptly put up a notice that three months from date we would adopt a strictly cash system.

From that moment forward I worked daily to get things in the very best shape possible for the expected change. I talked to all my credit customers personally about the intended change, told them frankly that it was a necessary one, and also why I thought it would be the best policy for them. In these talks and also in a little booklet and in newspaper advertisements I brought out the following points:

That the customer who pays cash is not apt to spend so much foolishly and cannot live beyond his means.

That he feels free to shop around and get the benefit of special prices that different merchants are obliged to make on overstocked lines, or for other reasons.

That the credit customer is usually a month behind, the cash customer a month ahead.

That the merchant who sells on time must necessarily sell at a higher price in order to make up for losses due to bad accounts.

That the "good pay" credit customer must pay for the living of the dead beat and the incompetent.

And lastly that, by adhering to a strictly cash basis, we would be able to sell nearly all lines of merchandise on a smaller margin of profit.

Getting Rid of Bad Accounts

ANOTHER preliminary move was to immediately form a plan for cutting off all questionable credit accounts. In some cases I got a settlement and then refused to re-open the account. In other cases I chopped off the credit without waiting for a settlement—suiting my method to the customer. At the end of thirty days I had my open accounts reduced to just such people as paid regularly each week or month according as their pay day fell due.

My next task was to try to convince these people that it was to their advantage to stick with me after the new system took effect. I made the appeal personal and varied it to suit the case. In many cases I suggested that instead of paying up their account I would carry over the old balance until later, permitting them to keep this money and use it to trade on in the cash way. They might pay the old in small payments weekly until it was taken care of. I urged them to at least make the trial and promised that my prices should be lower under the new regime.

Some of these customers told me frankly that the new arrangements would not be acceptable to them, and that they would be obliged to leave me as soon as the new system took effect. Among these were some of my best customers, both from the standpoint of volume of purchases and promptness of payment. They were the gilt edged kind that always pay on the day agreed. At first I was tempted to compromise and to keep some of these best accounts on a credit basis. But I remembered the experience of the grocer I had interviewed and said goodbye to the business as cheerfully as possible. As future events proved, a strict adherence to this principle was the one big thing that carried me through safely. Time after time have I had a customer remark:

"Well, I can't complain because you won't let me have goods on credit, because I know that Smith can't get them either even if he has got fifty thousand in the bank."

Just a few days ago a man came into my store and bought a bill of groceries amounting to about $5. Afterward he said, "I can't afford to pay the cash for these goods, I need the money for other purposes, but I just asked Mr. ———— (naming a grocer down street) to let me have them for a week and he refused me. I know he trusts my neighbor and most of the rest of the people in town, and my credit ought to be just as good as theirs. I'll never buy anything from him again." You see that is where my impartial policy won trade in an unexpected way, and I could tell of dozens of other cases just like it.

I overheard a street urchin once remark of our store: "That guy does as he says. Why, he wouldn't trust his gran'mudder for a nickel's worta peanuts." And in these few inelegant words rests, I believe, the secret of my success with the cash system.

When We Went Over to a Cash Basis

THE day for the change drew near. I made a gala day of it, advertising it far and wide, and serving refreshments free.

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CATCHING the JOB-LOT TRADE

How Some Concerns Get Rid of "Seconds" and Turn Their Surplus Stock Into Profit

By Arno Dosch

IN an eastern mill-town where it has become almost a religion to limit the output to the certain sale, a new member of a manufacturing concern was surprised to find the plant working full time on a surplus. From what he knew of local conditions and trade methods it struck him as the height of folly. He could see nothing but disaster in placing on the market an article for which the selling field was considered to be limited and the sale practically fixed. He approached an older member of the firm with some concern and expressed his anxiety.

Beckoning with his pencil for the younger man to read over his shoulder, the older member drew a line down a sheet of paper and began setting down figures. On one side he indicated the regular output and the profit from it, showing a comfortable, but not a large, earning. On the other side of the line he put down the amount of the surplus. It came to almost a fifth of the regular output. Then he hesitated a moment and wrote down the surplus at two per cent of the manufacturing and selling cost. The total figured a considerable addition to the net profit.

"What makes you so sure of that two per cent?" queried the new member.

"It may amount to three," was the reply, "but it is not likely to be more. They cut us down pretty close. This is our regular surplus for the job-lot trade."

In spite of the small profit to be made, the practice of producing a surplus for the dealers in job-lots has grown steadily in recent years. It is marketed in the bigger cities, and is usually sold through the factory offices. Formerly a manufacturer caught with a surplus was fairly certain to find it necessary to make a sacrifice of it and generally lost money. But the close buying in big business centers has forced many jobbers into ingenious methods of creating a profit where none seems possible. To meet this demand manufacturers have found that they too can make a little extra profit and keep their mills on full time by responding to this trade.

For trade purposes this surplus is frequently listed as damaged goods or seconds, but it is usually no less valuable than the regular output, and somewhere between the factory and the retail counter is likely to lose its characterization and sell as the first-class article. Formerly the job-lot trade was confined to seconds and would undoubtedly have remained that way if it had not been for the profit in quick handling and cash payments. For, while seconds with marked defects are likely to be hard to dispose of, a surplus has no such handicap. In many cases real seconds are sought for and handled as a surplus and are taken off the hands of mill owners without any effort on their part.



In the textile district of New York there is at least one dealer in job-lots whose business has been developed to enormous proportions. The house is practically a wholesale department store.



In the big cities some dealers in paper carry a stock of "seconds" which is hardly less than that of dealers in "firsts."

Figuring a Profit on "Seconds"

THIS is true of the paper business. It has long been the custom among paper manufacturers to list seconds and place them in the hands of the regular salesmen. They are often regarded as a menace to prices and are unloaded as quickly as possible, but within the past few years this has been largely changed. The city offices of paper companies are visited regularly by the representatives of job-lot houses which buy in seconds as soon as they appear. There is one job-lot paper dealer in New York who carries a stock hardly smaller than many dealers who would scorn anything but firsts. He has a large warehouse filled with stock every ream of which is seconds. Almost anything in the paper line can be had of him. Much of this paper is of first rate quality, but it has been sold as seconds because the color is off or the size is odd.

In buying job-lots of paper the dealer figures upon holding the stock for some time. He does a considerable business among small printers, who make it their business to know what he has in stock and figure jobs





In the clothing trade manufacturers are permitted so narrow a profit that they often are obliged to resort to job lots to make a living. The demand for "seconds," on the other hand, has become so great that many manufacturers have turned to it almost exclusively.

with the odd size or off color paper in mind. A cent or two saved on paper makes a big difference on a good sized job and the printer who can save it is likely to get the contract. There is no reason why with skillful buying he should not be able to turn out a presentable job.

In this case the job is figured according to the paper, but the assortment is so large that almost anything can be supplied. When textiles and fabrics are considered, cutting the coat according to the cloth becomes more than a proverb. But here again the manufacturers have found it to their advantage to create a surplus which can be used for this particular purpose. When this occurs it is likely to have a good many people guessing.

How One Big "Sale" Was Managed

IN early spring in the larger cities, it has become a regular custom for the big stores to hold sales of silk house dresses and competition has forced the price down to a point which makes these dresses sufficiently tempting to insure a large sale. Last spring, however, one store held a much bigger sale of these dresses than had ever been held before and the price was so low that it seemed impossible. They were advertised, as usual, as a remarkable sacrifice which would never happen again, but the trade was astonished two weeks later to see the remainder of the lot sold at an even lower figure.

The buyer who was responsible for that sale and the advertising value as well as the profit from it had made arrangements with a house that deals largely in silk surpluses and seconds to supply him early in February with a large amount of silk seconds of all kinds. At the slack season he divided the silk among a number of factories and had them turned into dressses at a figure that barely permitted the manufacturers to keep their shops open. The manufacturers were willing, however, partly to keep their machines going and partly on the promise of future business. Neither the silk manufacturers nor the dress manufacturers were allowed any profit but the job-lot dealer made a small one and and another small profit was left for the store in the original sale. When the price was cut to get rid of the remainder, the store's profit was lopped off also.

Selling Job-lots by Mail

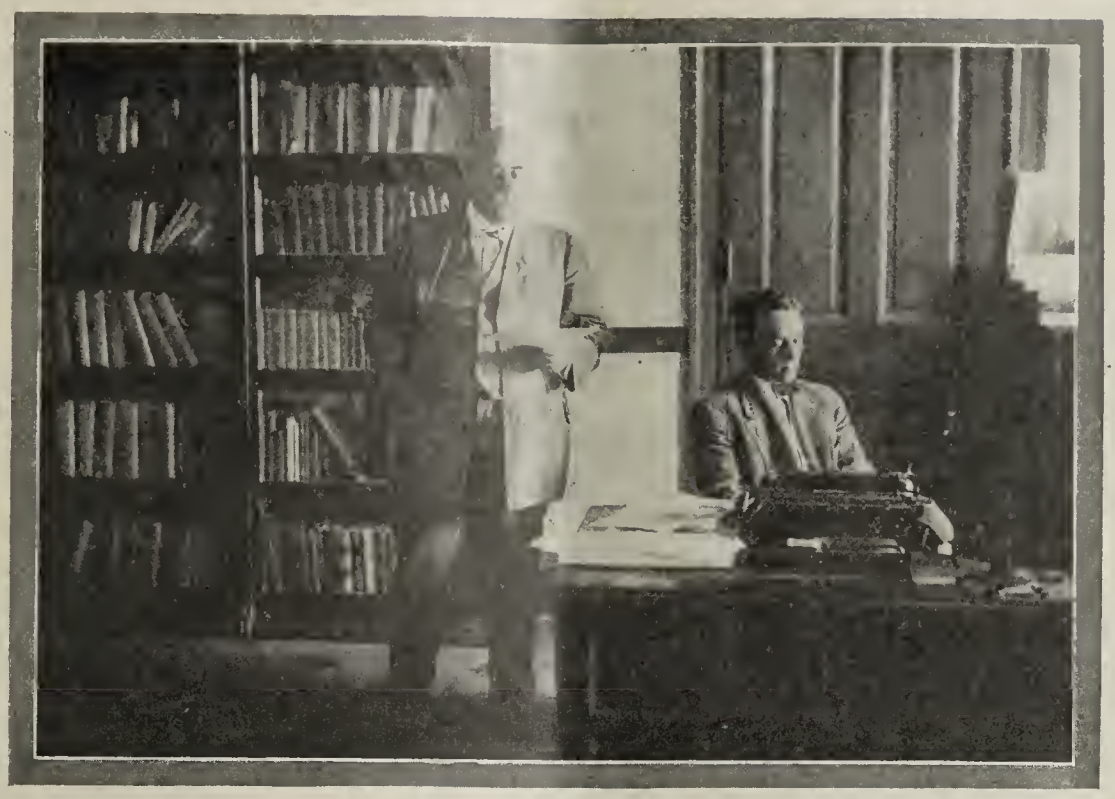
THE man who developed the handling of job-lots to its present proportions died a few years ago and left a large business in the textile district on Broadway. Before he died, however, there were a number of competitors in the same line who had even surpassed his business in size and variety. All these houses exist still and are growing. In many ways their establishments are remarkable. Some of them have salesmen on the road, but they carry a line of varied samples that makes stops in the big towns alone feasible. In a number salesmen have been entirely discontinued and the business is done through catalogues and correspondence. They have become what might be termed mail order middlemen. They have what are practically wholesale department stores. The largest and most aggressive is located in Baltimore. Location, however, is not essential, as the business is national. One of the New York establishments has accounts opened by correspondence in all parts of the country. Yet it also does a constant business with a large retail department store only a few blocks away, and, although the distance is short, the job-lot house has never sent a representative into the department store. It keeps the buyers constantly supplied with circulars showing the latest additions to the stock and lets the attractive prices act as salesmen.

The system in one of these houses is much more complete than in the average mail order house. It has every customer and possible customer catalogued by location and by every line of goods which he has ever ordered. If, for instance, he has bought mosquito netting, he will get a personal letter at the beginning of the season when mosquito netting is in demand. This is continued throughout the year by the various department managers. The preparation of these letters is simple, as the stenographer need only take the mosquito netting file and address letters to all customers who have placed sufficiently large orders to make a personal letter worth the trouble.

Occasionally these job-lot dealers find themselves overwhelmed with orders and are compelled to go into the open market and buy outright. Others have developed the business to a point where they buy on such a large scale that they are able to get inside figures. They are all close buyers and almost universally demand a job-lot price. As they refuse to pay the market price, manufacturers have found themselves compelled to meet their demands or lose their business. That has brought about the manufacture of what might be termed a deliberate surplus. The practice has been gradually extended with the growth of job-lot houses and the manufacturers of many staple articles have come to figure the small profit on their surplus product as a part of their regular business.

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GOVERNOR HUNT *was chosen as chief executive of the newest state in the Union as a direct result of the reputation for honesty and fair dealing which he had won among the people of Arizona. He came to the state 30 years ago in search of opportunity. His assets were a burro, a blanket and a frying pan. After prospecting around in various mining camps he located in Globe, as a clerk in the store of which he is now chief owner. There his ability and integrity won him swift promotion and the respect and confidence of the business community. He is today one of the foremost merchants and bankers in Arizona, with a well-earned reputation as a man who does things—and does them "on the square." This quality of character, added to his energy, and good sense, commended itself so well to the people of Arizona that they chose him to preside over the convention that wrote the new state's constitution, and, later, as its first Governor. Since taking up his new work he has put his shoulder to the wheel of reform in the state to such good effect that he has become a National figure.*



A Plea *for* HONESTY *in* BUSINESS

By Governor Geo. W. P. Hunt

AFTER twenty-five years of business life, I believe that the corner-stone of business success is common, ordinary honesty. With this, all things are possible. Without it, no success is permanent.

I have seen many men, in that twenty-five years, who had every other quality which men admire and believe necessary. They failed. They were not inherently dishonest, but when the time came for a deal to be made on a basis of honesty and fair dealing, or when there was an opportunity for a temporary financial advantage through "sharp practice," they took the wrong road.

A business relation can only exist between two or more individuals, firms or corporations. If one is defrauded, even within the metes and bounds of the law, and even without open public condemnation, the seed is surely planted for discontent. In the events which must follow that transaction in the great world of commercial activity, that discontent ripens and bears fruit. Some day it comes back. Usually it is recalled when some transaction is about to culminate, and in which confidence in the other party, as well as cash, must be a determining factor.

There is always a time when, in the quiet of his office, the man who is to decide the matter goes carefully over each step, weighing every factor, for and against, acceptance or rejection of the proposition on which the deal is to be based.

If he is alone, he decides alone. If he is interested with others, he calls them in to weigh each step with him. Somehow, and somewhere, no matter what the character of the transaction may be, if the other party to it has a shady business record, even in small things, that record and that incident crops up.

A business man must use his reason—or he will soon be out of business. So he reasons this way:

"Jones took an unfair advantage of Smith in that deal two years ago. It was a trifling matter, but if it had been larger, would he not have done the same?"

Right then and there he begins to look for "the bug under the chip." In other words, suspicion replaces confidence. And *confidence* is the basis of every commercial transaction of every character.

So, the "deal is off." And the reason given for not closing it may not be the most weighty reason, for business men must use diplomacy in their relation with other business men, even although they really distrust them.

My own commercial training began as a clerk in a store which sold many lines of goods—groceries, clothing, drygoods, boots and shoes, and furnishings for men and women. The company was also engaged in the banking business. We were in a locality which was growing, and where the trade was largely among working people.

As these men were paid on the tenth to the fifteenth of the month following the one in which they earned their money, it was necessary for them to ask merchants for credit. Our store, therefore, was often confronted with the problem of to whom to extend this credit and how much.

As a clerk, I was bound by the judgment and decision of the owners. Right there I began to understand why one man working in a mine could have anything he asked for, while another following the same occupation and getting his pay on the same day had to be held down or refused outright. The difference was one of individual honesty.

(Continued on Page 162.)

When Your Goods

A Series of Photograps Taken at the Loading Facts About Our



Goods awaiting shipment in a transatlantic liner.



With the aid of a steam hoist big boxes and crates are carried over the sides of the ship



—and poised over the hatchway while their disposition below is indicated



—then dropped into the hold where the cargo is so arranged that the plunging of the vessel will not dislodge it.

THE modern ocean-going steamship, with its 18,000 tons of steel, contains in its depths a yawning chasm into which ten thousand tons or more of freight find their way at each sailing. In spite of the hotel-like splendor of its passenger accommodations, the average liner that puts out of New York is really a great warehouse. The Baltic, which is one of the greatest freight-carrying passenger boats, has room for 30,000 tons of freight in its hold. The handling of this great volume of goods is no easy matter. The big freighters load at four different hatchways at the same time. At each there is a steam hoisting apparatus and a separate gang of men. By this means street cars, completely boxed, automobiles enclosed in cases, and heavy machinery are lifted from the docks, swung over the open hatchway and lowered into the hold without apparent effort. The disposition of the goods in the hold is one of the most difficult features of loading, as the cargo must be so stowed that it will not shift with the plunging of the ship in a heavy sea. Every package is fitted into place so that the cargo will be a solid part of the vessel, serving to ballast her.

When a shipper sends goods abroad he makes his arrangements usually with the freight manager of the line unless his firm has a special contract with the owners. The freight rates from Europe to this country are generally fixed rates, but freight rates from the United States to foreign ports vary. A shipper either makes his contract with the line or its agents, or through freight brokers. The receiving clerks on the pier inspect the goods and if they are what the contract calls for, issue a receipt. The shipper exchanges this receipt for a regular bill of lading.

The volume of the world's foreign commerce is more than three times as great as it was thirty years ago, and America has gotten more than its share of the increase. During this period production in this country has been stimulated to a point where it overflows the boundaries. As a result manufacturers are looking for new markets over seas. They are studying the selling methods of other nations, and in many in-

Go Over Seas

and Unloading of a Big Liner—with Some Merchant Marine

stances following their example to such good effect that foreign competitors have been outstripped.

As a result, during a very brief term of years American shipping has been doubled. The bulk of this trade, however, has not been carried in American bottoms. England is still mistress of the seas. Of the total merchant marine of the world Great Britain owns nearly one-half. The development of its shipping industry has been as steady and as natural as that of American railroads, which, incidentally, are responsible, more than any other single factor, for the backwardness in the development of our marine. The increasing need for more tracks and better equipment, and the inducements which the railroads have offered to investors have diverted a large part of the nation's surplus funds to this purpose. The shipper who sends his goods over steel rails finds it easy to put his surplus capital into them. In response to the same impulse, as our foreign commerce develops, we shall probably take more interest in our marine, and the means will then be forthcoming to develop it to something of the same estate as that of the railroads.

There are signs already that American shipping is on the upward trend. Altogether the tonnage of American vessels exceeds three million tons. Our ships dominate the Great Lakes. On the Pacific two big companies are operating boats to the Orient and to South American ports. There is a growing fleet of freight and passenger vessels that travel north and south along the Eastern coast, and from the great Atlantic ports American ships are putting out in increasing numbers. The opening of the Panama canal undoubtedly will do much to accelerate the development of our shipping.

Before we reach the point, however, where our merchant marine is a menace to British supremacy our foreign trade must grow. Manufacturers and producers must reach out into new fields. In their wake will follow the ships—just as at one period of American development the railroad followed the town. The up-building of an American marine is not a task to be accomplished in a night. Like all progress that is sound, it will be slow.



Coaling up a big liner at the dock—it is a job in itself.



In unloading, steam hoists are again employed; rope cradles prevent loss in case of accident.



The last stage of the journey over seas—transferring the cargo to the dock.



Customs inspectors weighing in dutiable goods which have come over on a big liner.



"Suppose", said Burgess, "when you think of an objection you let me put it down in writing. We can then take them all up together when you are ready.

How Standardized Selling Outplayed Guess-Work

Being an Incident in the Career of a Master Salesman

By A. L. Manning

I.

BURGESS, pushing through the office gate, bulked big to the sales manager's eye. Though not as heavy as the average road man—big fellows, for the most part—his manner seemed to give him size. Asked to describe him in a word, the careful observer would intuitively have summarized the man as the embodiment of *grit*. Practical force—a compound of strong will, strong sense and strong egotism—was indicated by the rugged face, the well-shaped head, square set on powerful shoulders. A physiognomist would have said that that rare combination—the mind of a student and the body of a man of action—was combined to make its possessor a salesman, executive and diplomat.

The sales manager wasted little time in preliminaries. Almost as Burgess came in the inquiry met him: "Do you judge there is anything basically wrong with our sales force?"

The answer was decisive.

"No. You have loyalty—and the men are willing to work. Loyalty alone has built many a business, and loyalty to which is added willingness to work is a sure business-getter.

"But investigation shows me that your men have grown up as individuals. They prefer to work according to their own methods, often imperfect as these are, rather than adopt selling plans which have been tried out and found winners by other organizations. That is the only big weak point in your sales force as it is now working. It needs standardization."

The sales manager deliberated. Finally he said:

"There must be some way to get even the most satisfied salesman to adopt result-getting methods—to get all to apply, as an organization, the methods that some are now using as individuals. This will be your task—to break down the walls between the men and each other—to get them to use, in the face of their own opposition, tried and proved methods that would make them better producers.

"To do this you need full authority, both to give you the power to enforce your rulings, and,"—here the sales manager's eyes twinkled with shrewdness and good nature—"that you alone may bear the odium in case you fail."

With this the campaign for greater results was on.

II.

FROM mere force of custom, the Consolidated Manufacturers' Company had called summer conventions. Once in, the men were royally entertained by the house. There were a series of banquets, bushels of cigars, hours of toasts. The more oratorical of the salesmen made speeches on the greatness of the house and the efficiency of the officers, and then dispersed to their territories to use the same methods they had used for the last twenty years.

Burgess determined to change mere entertainment to the consideration of efficiency. "The business of the men is to sell goods; the legitimate object of all meetings of the men of the sales force is to train them to sell more goods—to make more sales," he said.

So the sales manager, long before the time for the regular assembly, brought in the best of his selling force. Seven of the men—the "fighting seven" they were colloquially called—for they had fought the company's battles for years—were called from the field to counsel at the home office. Brought together there, the sales manager called for Burgess.

"Gentlemen," was his introduction, "I take pleasure in making you acquainted with a fellow salesman—a man who, as nearly as possible, is master of salescraft in its many and varied forms—a man who will work with you in your sales problems and, he hopes, will help you in their solving."

The men met Burgess with suavity that was merely perfunctory. There was much of curiosity—little of welcome—in the faces into which he looked. Drawing his chair into the circle, without preliminaries, he launched into the subject at its vital point.

"Gentlemen, there are a thousand reasons why the Consolidated Manufacturers' Company wants its salesmen to make more sales. There is not a single reason why it should wish to diminish the sales-making quota of its men. Now, salesmaking is just as much of a study as is engineering. You study the make-up of the line you sell; you must study the methods by which the line is sold. You know the make-up of Consolidated and competing lines; you must—to keep the sales up—know as well the working of the

minds of the men you sell." So he went on in a logical appeal for better and more nearly standardized methods in making sales. As he closed, MacDonald, who, though yet young, was a typical salesman of the old school—blunt—forceful—his success inclining to make him opinionated, was ready with *his* views.

"Fellows, you know me and know what I can do in this sales game. I have sold goods since I was old enough to walk; even used to stand on a dry goods box before my chin would reach the counter and sell the Consolidated line. And I'm here not because I'm good looking or got a pull with the boss or can wear good clothes, but because I can *sell*. That's why we're all here,"—his glance and gesture excluded Burgess,—"because you—we—are salesmen. We're not pupils to take a book in our hand and from it learn how to sell; we've learned those lessons long ago.

"When Billy Comfort went into Detroit in the face of competition from all the States, Canada and England, and put in our line, did he first read how to do it out of a book?

"When Frank Holbrook—fiery Frank—made every prospect in 'Frisco put in the Consolidated line after the big fire, with all the Western hemisphere and Japan trying to outsell him, did he read how out of a primer?

"And did little LeHart have to dip into a manual to find out what he was to say when he fitted out the Standard people in New Orleans?"

MacDonald went on, naming man after man—their prowess—the hard sales they had closed—all without so-called instruction methods. Then, turning defiantly to Burgess, he said, as a clincher: "These men don't want any new-fangled methods—they 'know how' now—they're already salesmen. This instruction game is all right for stock boys, for apprentices who do not know the road, or for farmers who fancy they would like to ride the Pullmans and pay three dollars a day for keep, but it's not for men who've graduated in making sales years ago."

The men, for the most part, nodded approvingly.

Burgess answered quietly, yet with just a trace of challenge in his voice, "Mr. MacDonald, good sales practice, as detailed in the new sales manual now being issued, calls for certain investigation work to be done before calling on a man to sell him. Will you tell the boys what study of the customer you make before you start in to make your sale?"

(Continued on Page 164.)

Great Thoughts on Work

Selected from the Writings of
Richard Wightman



RICHARD WIGHTMAN is a type of the business man who has held on to his visions. He is ranked as one of the ablest advertising men in America. He has had charge of many great publicity campaigns. He evolved and developed the only successful method of selling life insurance by mail, and is now prominently identified with a well known fire insurance company. He has had a part in many successful business enterprises—and yet in the midst of these activities, he has found time to write, and his writings have carried a message to many thousands which could not have found its inspiration in the world of trade. As a poet and essayist, Mr. Wightman's work bears the sure mark of sincere conviction, understanding of life and of a great purpose. Many of his writings have a direct significance to business men.

THE greatest life is never the life that stretches itself upon cushioned couches, but the one which chooses the place of battle and reels under the blows of flying fists and gathers itself amid pain and dizziness and gives back more blows than it takes, till it stands weary and panting, perhaps, but justified to itself and to the world by a clean and couraged victory.

IT IS commonly supposed that the great work of the world is done by the world's noted men—its captains, inventors, teachers and financiers. Not so. It bulks too large to be the work of the few, and so is distributed in small stents among the hands of the many. The low-waged man, being the real producer, is the real king. He is not tolerated, but *needed*. He has a right to move among his tasks with dignity and assurance. His prime responsibility is to himself—to fill his little niche as a man should fill it, to do his work with skill and honor, not as a drudge, but as a faithful servant of the interests of mankind.

EVERY man wants to win. The passion for victory burns like a fire in every life, a fire which kindles, flashes, leaps, waxes, wanes, smolders, dies, and then, with singular immortality, rises from its gray and bitter ashes and becomes again a fire. This is the proof of the divinity of man. It is the God in him which will not down. Numbed by ignorance, delayed by error, hungry with bread about, athirst in the midst of springs, stung by the nettles of his folly, wounded sore by the darts of Effect shot from the bows of his own Causes, he stumbles on toward the ever-receding but ever blessed goal of symmetry and perfection. The worth of it all and the hope of it all lies in the fact that he stumbles *on*. However little he may get or hold, however bare his brow may be of visible laurels, this capacity for progress is the stamp of man's essential greatness and the promise of his ultimate victory.

IT IS good to do little essential things with a hot heart, to tend small tasks with a fine zeal which makes the seemingly insignificant employment big and important. No event of life is trivial; no task, however humble, is beneath the dignity of the high soul.

MAKING FORM LETTERS LOOK PERSONAL

Little Things, Often Overlooked, That Help to Bring Returns from the Mail Up to a Paying Point

By George F. Stevens

THAT over one-half of all form letters issued are not only useless but a positive handicap to sales, is the opinion of five large users of these "silent salesmen." And the reason is that these letters stand self branded as counterfeit. No matter how well a form letter is written—how meritorious the goods it exploits—its selling power can be and often is killed by mechanical defects. Think of the attitude of a prospect who reads a letter which tells him that it is written to him personally, and then sees that the fill-in does not match, and that the signature is printed. Any confidence he may have in the concern that issues it is immediately blighted; through the medium of its letters the concern stands self-convicted of insincerity and deception.

But there are ways by which form-letters can be produced by the thousands, filled in and so handled that even the most thorough scrutiny will not reveal their duplicated origin. In the hands of the typist who fills in names and addresses on form letters, to a large extent, lies the power either to make or mar their effectiveness. Form letters otherwise perfect are oftentimes spoiled through being gotten out in too much of a hurry. Fill-in typists usually work at high pressure—their object being not quality of work but quantity of output. Where form letters are filled-in at high speed it is practically impossible for a perfect match to be obtained.

Adjusting the Operators' Touch to the Letter

EVERY typist has an individual touch—some light, others heavy. The depth of the ink impression depends upon the strength with which the operator strikes the keys. Some operators can get a light impression from a heavily inked ribbon; other operators can get a heavy impression from a lightly inked ribbon.

Recognizing this, one office manager has had the touch tension of his typewriters adjusted to fit the touch of the operators, thus insuring that addresses filled-in by light-touch operators will have the same appearance as those prepared by heavy-touch operators.

How to Add the Personal Touch

Avoid perfect literary construction and typographical accuracy. Dictate, do not compose.

Secure exact match in fill-in. Adjust tension of machine to operator's touch.

Use same brand of ribbon on typewriter as on duplicating machine. Do not use for regular correspondence.

If possible fill in letters the same day as duplicated.

Print signature in different color than body of letter. Imitate by hand, wherever possible.

Use a dull rough finish bond paper.

Ribbons have a great deal to do with the effectiveness of form letter work. The ribbon used on the duplicating machine should be of the same brand as that used on the typewriter on which letters are filled-in. A purple ribbon, for example, bought from one manufacturer may differ slightly in color from a purple ribbon bought from another manufacturer. Another important thing is to buy these ribbons at the same time, thus insuring that they be about the same age, as ribbons deteriorate with age through evaporation of ink.

Typewriter ribbons used for fill-in work should not be used for regular correspondence, as naturally this will cause them to wear out ahead of the ribbon on the duplicator. For a perfect match it is essential that typewriter ribbons and duplicator ribbons be given the same amount of wear.

When to Fill In

THE head of the form-letter department in a large manufacturing company noted for the perfect-match letters turned out by his department, gives as one of his secrets the fact that he insists that letters be filled-in the day they are duplicated. The reason for this, he says, is that ink impressions of ribbons change with lapse of time. In some cases—depending on the paper—the ink changes color—usually to a darker hue. In other cases it spreads, thus changing from a clean-cut appearance to a slightly blurred effect. Thus if form letters are allowed to lie unused for a day or two and are then filled-in, the typewriter operator will adjust the fill-in to fit the blurred effect. After a lapse of a few hours the fill-in changes from its original appearance and consequently is much too heavy for the letter and does not match. Had the fill-in been made right after the letters came from the duplicating machine, both the body of the letter and the fill-in would have undergone the change uniformly.

Another plan used by this department manager is to leave filled-in letters in a damp place over night. This, he states, tends to "set" the colors uniformly.

Paper plays an important part in form-letter work. On certain finishes of paper it is next to impossible to produce perfect work. Glazed paper of any kind is the most difficult to handle. Generally speaking, best results are obtained when a dull rough-finish bond is used.

Color of ink is important. Experience shows that for ease of matching, colors rank as follows: (1) Brown, (2) Blue, (3) Purple, (4) Green, (5) Black. Brown produces good results under all conditions, the reason being apparently that the color is absolutely standard—ribbon manufacturers all producing the same shade of brown; also that the color does not change with lapse of time.

How to Sign Form Letters

SIGNATURES are the bane of form-letter operators. With the perfecting of two-color printing devices, most concerns nowadays print signatures in a different color from the body of the letter. This is an important point, as a signature cut printed through a ribbon is a straight give-away.

Signature cuts usually are made in the form of zinc etchings. For some reason or other a zinc etching will not "take" ink evenly, possibly on account of its hard surface. One concern found that by using a



POINTING to a new Comptometer on the bookkeeper's desk in his friend's office, a gentleman remarked:

"Money must be easy around here. Getting extravagant, eh?"

"No," was the serious reply, "I'm tightening up—retrenching. That is simply an instrument in my scheme of economy. I'll admit I couldn't see it that way myself when our boys first asked for the machine. This thing of extending the scope of an adding machine to cover the entire arithmetic of business didn't strike me as practical.

"But, when they showed me, by an actual service test, how much faster, easier—and above all, how much more accurately—we could do all our figure work with it, why there was no getting away from the conclusion that it was cheaper to buy it than to do without it.

"It sure opened my eyes to the fact that any other way of handling figures was too slow and uncertain—too blamed expensive for me.

"That's why I bought that Comptometer."

It is the same satisfying, money and labor-saving service that impels Mr. B. F. Jackson, Treasurer of the Haines Lumber Co., North Tonawanda, N. Y., to say that he regards the Comptometer as indispensible to his office. "We are frank to state," he adds, "that the machine was left with us on a month's trial, with no expectation on our part that we would be interested. We now use it very largely in extending our invoices and in footing up our tally sheets, as well as for general office use—and the ***saving in time more than compensates for the cost several times over, annually.***"

Comptometer

Every Comptometer sold must square with this estimate of worth and service.

No one disputes the accuracy and durability of the Comptometer; the only question, therefore, for you is: "How much will it reduce the labor and expense of accounting?"

Nothing but a trial on your own work will determine that; and it is up to us to show you. This we stand ready to do without any risk, expense or responsibility on your part.

Simply ask us to put a Comptometer in your office with free instructions as to its use on all kinds of work.

Ask for your copy of "Rapid Mechanical Calculation"

FELT & TARRART MANUFACTURING COMPANY

1722 NORTH PAULINA STREET, CHICAGO, ILL., U. S. A.



Assuan Dam, part of the Nile system, one of the greatest engineering projects of its kind.

The Nile System—The Bell System

For thousands of years Egypt wrestled with the problem of making the Nile a dependable source of material prosperity.

But only in the last decade was the Nile's flood stored up and a reservoir established from which all the people of the Nile region may draw the life-giving water all the time.

Primitive makeshifts have been superseded by intelligent engineering methods. Success has been the result of a comprehensive plan and a definite policy, dealing with the problem as a whole and adapting the Nile to the needs of all the people.

To provide efficient telephone service in this country, the same fundamental principle has to be recognized. The entire country must be considered within the scope of one system, intelligently guided by one policy.

It is the aim of the Bell System to afford universal service in the interest of all the people and amply sufficient for their business and social needs.

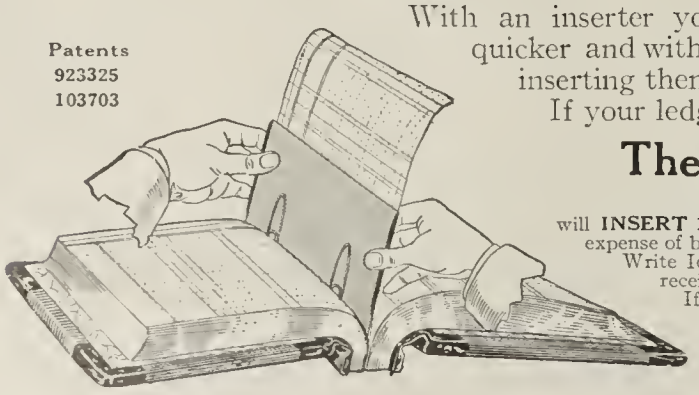
Because they are connected and working together, each of the 7,000,000 telephones in the Bell System is an integral part of the service which provides the most efficient means of instantaneous communication.

AMERICAN TELEPHONE AND TELEGRAPH COMPANY
AND ASSOCIATED COMPANIES

One Policy *One System* *Universal Service*

The Ideal Leaf Inserter for the Up-to-Date Office

Patents
923325
103703



With an inserter you will at all times insert your leaves quicker and without tearing, nor soiling them, like when inserting them the hand.
If your ledgers are apparently filled, the

The Ideal Leaf Inserter
(*Made of German Silver*)

will **INSERT 100** or more additional leaves, therefore save you the expense of buying a new ledger for these 100 new accounts.
Write Ideal Leaf Inserter on a postal or your letterhead; on receipt I will give you free information.
If Inserters are wanted at once, send a leaf from each size ledger; they will be sent to you Express prepaid.

L. E. CHARLEBOIS
P. O. Box 102, Minneapolis, Minn.

In writing to advertisers, please mention BUSINESS

wood cut in place of a zinc etching, signatures can be produced that can hardly be distinguished from hand-written ones.

Getting a Perfect Match

FILL-IN typists can be saved a lot of trouble if the printing tension of the duplicator be adjusted to fit their touch on the typewriter. It is a rule in one office that the first proof of each form letter be given to the head fill-in operator for her to repeat on a typewriter the first line of the form-letter immediately above it. If the match is O. K. the duplicator operator is so advised; but if not, he is told to either increase or decrease the printing tension on the duplicator to fit the touch of the operator.

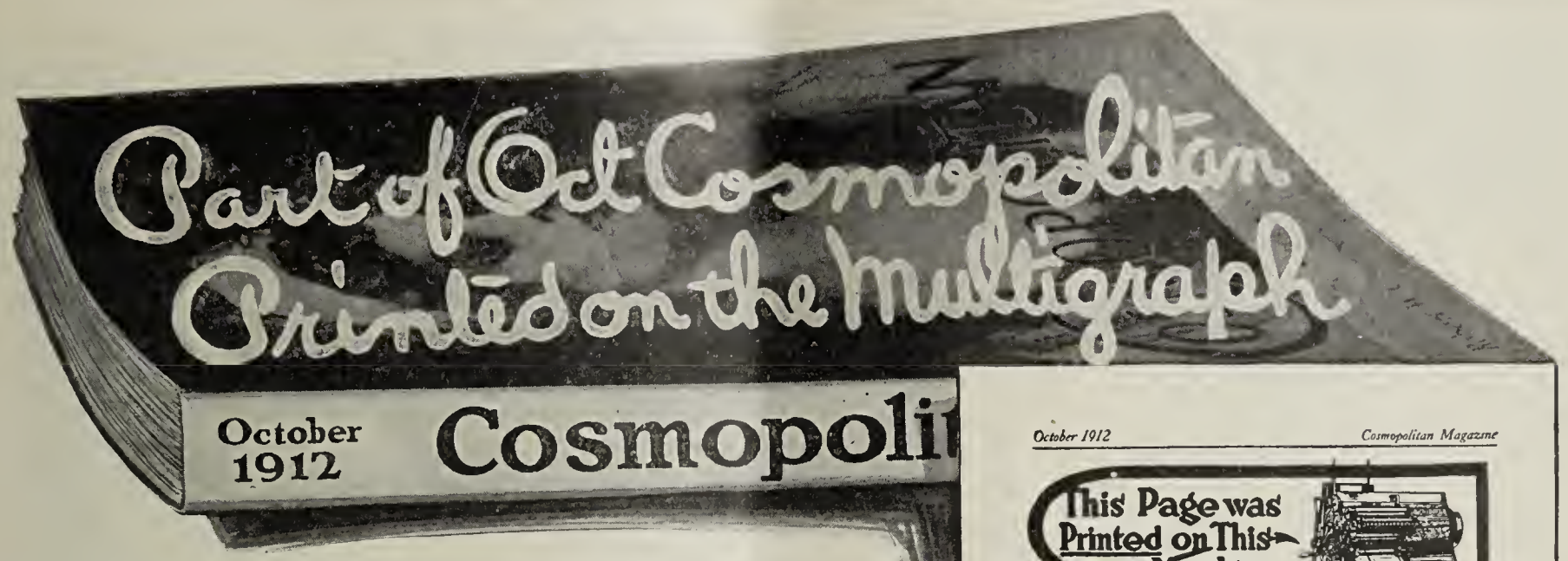
"When I find difficulty in matching letters," said the head of a form-letter office, "the first thing I do is to look at the rollers on my duplicator and the platen on the typewriter on which they are filled in. On one occasion I simply could not obtain a perfect match no matter how hard I tried. I finally discovered the trouble to be that the printing rollers on my duplicator were much harder than the platen on my typewriter. By substituting a typewriter platen of the same degree of resiliency on the rollers on my duplicator I overcame the difficulty and obtained a perfect match."

The method used by this man in handling big jobs where typewriter ribbons through wear become fainter than the ribbons on the duplicator, is to have the fill-in operators use a soft backing-sheet which makes a faint ribbon print deeper in color.

Dictate Your Letters

SOME form-letters, no matter if the fill-in be perfect and the signature hand-written, bear all the ear-marks of duplicated work. The reason for this is that the literary construction is too perfect. No man, no matter how good a writer or correspondent he may be, can dictate as finished a letter as he can write by hand. Nearly every dictated letter can be improved upon, either by changing words, punctuation, or sentence construction. Apart from this a dictated letter has an easy swing that is lacking in a carefully revised letter. In revising and polishing form-letters, one is apt to take out the natural swing of the conversational style found in dictated letters.

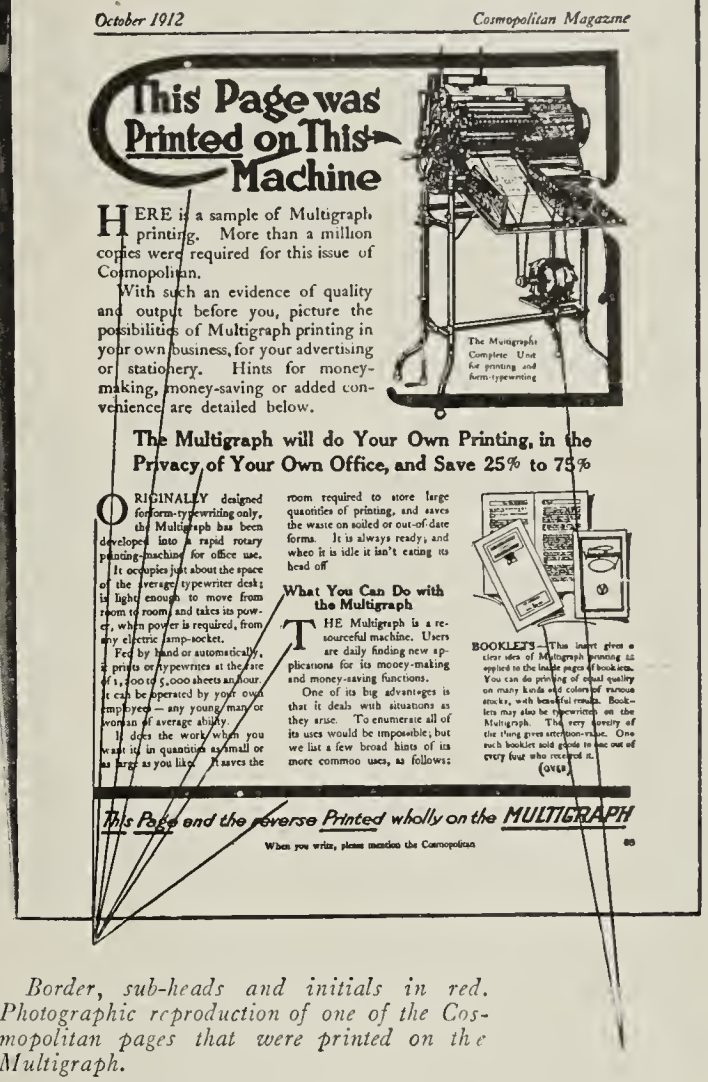
From a typographical standpoint, too, most form-letters are too perfect. Errors or obvious corrections will usually be found in the work of even the most skilled typist. One concern makes a point of having at least two slight errors in each of its form letters, such as a space before a comma, one letter typed over another, or two words run together.



PAGES 89 and 90 of the advertising section of October Cosmopolitan, out September 10th, were printed in two colors on the Multigraph. More than a million copies were required for the edition.

The work was done to prove what most people find difficult to believe—that the Multigraph does real printing of high quality, as well as the form-typewriting you are accustomed to associate with it.

Having seen the fact demonstrated, you can easily picture what follows—the convenience and privacy of doing your own printing under your own roof, when you want it, in quantities as small or as large as you like; and the economy of unskilled labor.



October 1912 Cosmopolitan Magazine

This Page was Printed on This Machine

HERE is a sample of Multigraph printing. More than a million copies were required for this issue of Cosmopolitan.

With such an evidence of quality and output before you, picture the possibilities of Multigraph printing in your own business, for your advertising or stationery. Hints for money-making, money-saving or added convenience are detailed below.

The Multigraph Complete Unit for printing and form-typewriting

The Multigraph will do Your Own Printing, in the Privacy of Your Own Office, and Save 25% to 75%

ORIGINALLY designed for form-typewriting only, the Multigraph has been developed into a rapid rotary printing-machine for office use.

It occupies just about the space of the average typewriter desk; is light enough to move from room to room, and takes its power, when power is required, from any electric lamp-socket.

Fed by hand or automatically, it prints or typewrites at the rate of 1,200 to 5,000 sheets an hour. It can be operated by your own employees — any young man or woman of average ability.

It does the work when you want it, in quantities as small or as large as you like. It saves the room required to store large quantities of printing, and saves the waste on soiled or out-of-date forms. It is always ready, and when it is idle it isn't eating its head off

What You Can Do with the Multigraph

THE Multigraph is a resourceful machine. Users are daily finding new applications for its money-making and money-saving functions.

One of its big advantages is that it deals with situations as they arise. To enumerate all of its uses would be impossible; but we list a few broad hints of its more common uses, as follows:

BOOKLETS—This insert gives a clear idea of Multigraph printing as applied to the inside pages of booklets. You can do printing of equal quality on many kinds and colors of various stocks, with beautiful results. Booklets may also be typewritten on the Multigraph. The very novelty of the thing gives attention-value. One such booklet sold goods to one out of every four who received it.

(over)

This Page and the reverse Printed wholly on the MULTIGRAPH

When you write, please mention the Cosmopolitan 89

Border, sub-heads and initials in red. Photographic reproduction of one of the Cosmopolitan pages that were printed on the Multigraph.

Line-cuts print as clearly as type, and do much to increase the advertising value of Multigraph printing.

The Multigraph equipped for printing automatically turns out 1200 to 5000 sheets an hour. It takes its power from any electric lamp socket. It prints from its self-contained equipment of Gothic or typewriter type; from hand-set type in many sizes and styles; or from electrotypes that reproduce any size or style of type, line-cuts, borders and ornaments. It uses real printing-ink in any color. The same machine also does form-typewriting through an inked ribbon—at the same rate of speed, whether fed automatically or by hand.

Be sure to see the Multigraph insert in Cosmopolitan for October.

Then count up the ways in which the Multigraph could add to the convenience, economy or profit of your own business—by printing stationery, system-forms, and direct-mail advertising; by typewriting business-getting form-letters; by being always ready for the sudden emergency; by eliminating the waste of large stocks of printing; by saving 25% to 75% of the money you now pay your printer.

With the distinct pledge that you can't buy a Multigraph unless you need it, ask us for literature, specimens and data.

Write today.

Use the coupon.

What Uses Are You Most Interested In?

Check them on this slip and enclose it with your request for information, *written on your business stationery.* We'll show you what others are doing.

AMERICAN MULTIGRAPH SALES CO.

1804 E. Fortieth St., Cleveland

Printing:

- ___ Booklets
- ___ Folders
- ___ Envelope-Stuffers
- ___ House-Organ
- ___ Dealers' Imprints
- ___ Label Imprints
- ___ System-Forms
- ___ Letter-Heads
- ___ Bill-Heads and Statements
- ___ Receipts, Checks, etc.
- ___ Envelopes

Typewriting:

- ___ Circular Letters
- ___ Booklets
- ___ Envelope-Stuffers
- ___ Price-lists
- ___ Reports
- ___ Notices
- ___ Bulletins to Employees
- ___ Inside System-Forms

THE AMERICAN MULTIGRAPH SALES CO.

EXECUTIVE OFFICES
1804 East Fortieth Street Cleveland Ohio

Branches in Sixty Cities—Look in your Telephone Directory

European Representatives: The International Multigraph Company, 59 Holborn Viaduct, London, Eng.; Berlin, W-8 Krausenstr. 70 Ecke Friedrichstr.

In writing to advertisers, please mention BUSINESS

ARE YOU LIKE THIS MAN?



Thousands of Bookkeepers are struggling along, hardly making a living, using up their energies without getting ahead, simply for lack of **Training.**

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ROBERT J. WYNNE

MEN *in the* HARNESS

A Department of Fact and Comment About Business Men Who Are Doing Things

A Big Executive Who Came Out of the Postoffice

WALES is a little country but the blood of that country turns out some big men. Robert J. Wynne is one of them—by descent, at least; and the wit of Wales is in him. His words are soft and few and his voice is low, but when he talks at all he talks to the point and the talk sparkles. Years and years ago Mr. Wynne learned telegraphy and got a lowly job with the Bankers and Brokers Telegraph Company, and held it so well that in a few years he became chief operator of the Atlantic and Pacific Telegraph. As he sat by the key day by day he heard across the wires the flashing of important Associated Press dispatches. These fired him with a passion to get into the newspaper game, and he got into it. As the Washington representative of the New York Press he became a zealous member of the famous newspaper sextette which constituted an informally appointed "war board." These were the men who knew the important inside things about the war with Spain—before, during and after.. If you will look again at the portrait which heads this page, you will see a pin in Mr. Wynne's tie. It is a Roman eagle of special design, made from French gold. Henry Cabot Lodge said that it was the "bird of conquest but not of liberty." Each of the six men who were in this war board now wears a pin like this; no one else does. These six men stood for humanity in the Cuban matter and the courage and virility of Wynne's pen was comparable to that of the other five in determining the destiny of Cuba.

Robert J. Wynne is a man of distinctive personality. His newspaper training, combined with natural alertness of mind, qualifies him to get at the heart of any matter quickly. That is one of the reasons why he became Postmaster General of the United States and directed the labor of 300,000 postal employes with supreme skill. Always he went straight to the point of anything which required administrative action. At sundown each day his desk was not littered with uncompleted business—it was cleared and ready for the morrow.

Wynne's mind is what may be truthfully termed practical, and courage and tenacity are among the man's traits. Always he is good-mannered, cordial, kindly. He is averse to fac-simile signatures. If a letter is important enough to be signed at all, it is important enough to be signed with his

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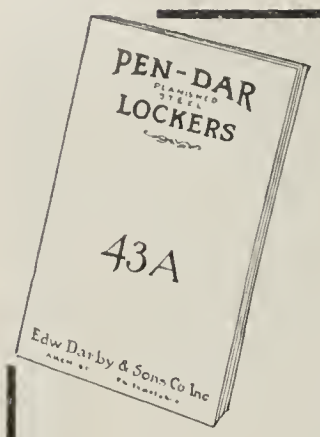
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GEORGE W. MONTGOMERY

own hand and pen, even though the letters number 3,000 in a single day.

From years of experience in Governmental service, Robert J. Wynne knows thoroughly the functions of three great departments of the United States Government—the Treasury Department, the Post-office Department, and the Department of the Consular Service. Appointed as Consul-General to Great Britain by President Roosevelt, he graced the office with singular discretion and ability and now, at 60, as the newly-elected President of the First National Fire Insurance Company of the United States, with headquarters at Washington, D. C., he enters upon an epoch of exceptional usefulness. You cannot be with General Wynne for five minutes without being impressed with the fiber of the man. He is all there, with energy plus and a practical sympathy which reaches to the far fringe of the whole human mass.

The Efficient Head of a Big Store

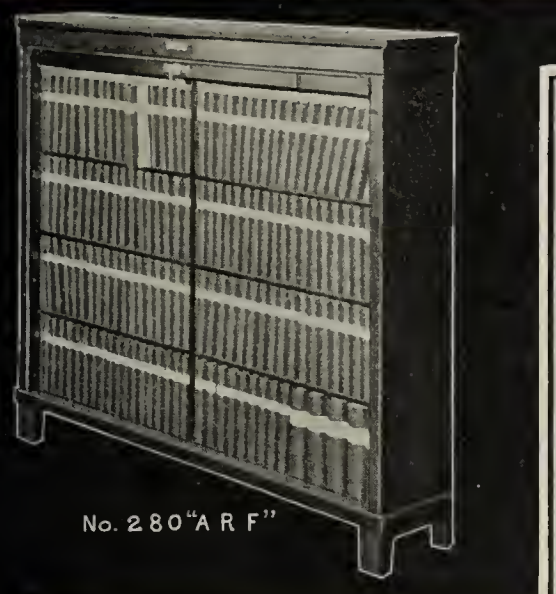
WHILE men of eminence in the selling game have different ideas concerning salesmanship, the basic principles are nearly always identical. It is simply a matter of stating them in different terms. At any rate, that is the way, George W. Montgomery, general manager of The Fair, one of Chicago's great department stores, looks at this question. He is a thoroughly concrete instance of the successful self-made merchant, and his rise from obscurity to a commanding place in the field of merchandising, stands out as a fine example of what hard work, integrity, and originality will do for a man.

Twenty-nine years ago Mr. Montgomery was a newsboy on trains running between Detroit and Bay City, Michigan, and no one entertained the vaguest impression that the young man possessed any of that marvelous material called "brains" or that he would ever amount to anything really worth while. But as it has been said, destiny is a freakish proposition and Montgomery's development from a newsboy to a merchant chief proves the truth of this statement. It was not long before he was looking about for a larger opportunity. Chicago seemed to offer the best opportunities, and he went there to look for a job.

That was in 1883, and in those days The Fair was comparatively a small store, but as Chicago was growing in population at the rate of 50,000 or more a year, Montgomery saw the coming possibilities, and when the chance came his way he went into the institution.

He started as a stock boy in the wholesale department at a salary of $6 a week, quite a reduction from what he earned as a newsboy, but by hard work and close application he had acquired such a knowledge of stock that in 1885 he was made buyer of toys and stationery for the retail store. From that time on his advancement was rapid, and in 1890 he was made buyer and manager of the sporting goods department in addition to his other duties. The sporting goods section grew rapidly and Mr. Montgomery ascribes his later success to the hard, dogged work he did while in that branch of the store.

In 1906 he was made assistant general manager, and in 1910 he became general



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Detroit, Mich., Safe-Cabinet Company, 68 Washington St.
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Waterloo, Ia., Waterloo Office Supply Co.
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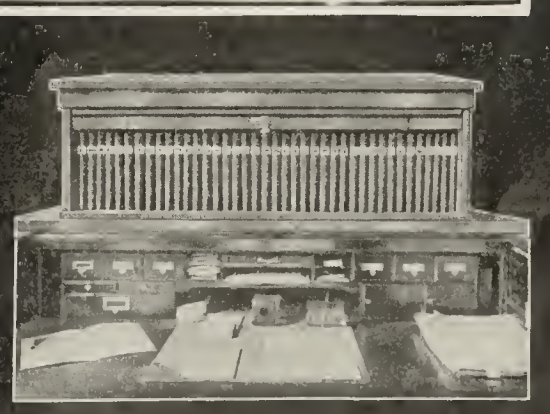
The Units are Neat in Appearance and look like books on a library shelf. The UniFile is an ornament to any office.

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WHEN you buy a loose leaf ledger outfit you should give careful consideration to each of the three things which it comprises; the binder, the sheets and the index. In the **binder** you want a strong, service-giving device that will hold your sheets in perfect alignment, and afford ample capacity for the insertion of additional sheets as your business increases. In the **sheets** you want writing and erasing quality combined with flexibility which allows the sheets to break sharply at the hinge and makes the ledger flat opening. In the **index** you want the speediest possible reference to **all** accounts both in the current and transfer binders. You want a simple, practical and automatic system that will enable your bookkeeper to get his accounts posted quickly and accurately.

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The De Luxe Binder has a formed steel case which is light, compact and unbreakable — a decided improvement over the brittle, easily broken aluminum cases formerly used. The mechanism is simple, yet strong and durable, gripping the sheets firmly, as in a vise, and holding them always in perfect alignment. The De Luxe is shown in the illustration with the new improved curved hinge which allows the covers to drop back on the desk without throwing the leaves into a curved position.

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We have adopted for all our stock and special ledger sheets the new Flexo Linen Ledger paper, made by the celebrated Byron-Weston Mill. This paper is treated by a patented process as it is being made, and a flexible hinge is formed, which causes the sheets to lie perfectly flat in the binders. Carried in stock in seven forms of ruling and seventeen sizes.

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Only Found in the De Luxe

These three distinctive features of the De Luxe Ledger Outfits give you a combination of unequalled durability, efficiency and convenience. They are not found in any other outfit. Ask for De Luxe, the perfect ledger. Costs no more than the ordinary kind. Sold by stationers everywhere.

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A Better Filing Cabinet

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Is to want it in preference to all others. The only file made with DROP FRONT and AUTOMATIC TILTING FOLLOWER.

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143-153 N. PEARL ST.
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JAMES A. PATTEN

manager of the entire organization. In his present capacity he has succeeded in bringing about a thorough system of stimulating and maintaining efficiency among heads of departments. One of the chief points about this system is the daily morning conference of heads of departments, with Mr. Montgomery as the presiding officer. Plans, policies, suggestions and questions are taken up and freely discussed, and then disposed of.

Thoroughly courteous and easy to approach, Mr. Montgomery makes many friends and few enemies. He respects the opinions of others, and gives mature consideration to ideas with which he may personally disagree. He is firm and uncompromising when he decides upon a certain course of action.

On the subject of selling, he holds that successful salesmanship is just as much a science as any other profession, and that the man or woman who can sell goods to the satisfaction and profit of both customer and employer is on the high road to prosperity. "Ability to make sales is not always a knack inherited by the individual," says Mr. Montgomery. "More often it is the result of years of hard work and study. The successful salesman does not limit his knowledge to the goods in his own department. He knows in a general way something about every other line his house handles, and he is in a position to advise customers concerning anything they may desire to purchase. He makes it a point to keep posted as to bargains in the various departments, and many sales are made indirectly as the result of his suggestions to patrons."

The Country Boy Who Became King of Corn

ONE of the men who stand out clear and distinct, a titanic product of the modern evolution of the stock market, an institution which the exigencies of commercial progress and expansion imperatively demand, is the "Corn King," James A. Patten. His personality, embodies faculties of generalship and executive ability which in an earlier and less commercial age, would have gone to make up the characteristics of some of the greatest generals of ancient history. For it cannot be gainsaid that the exhibitions of forethought and energy witnessed on the floor of the Exchange are equal to those displayed on the field of battle.

"Jim," as his intimate Chicago friends call him, is a fighter. But he is a clean fighter, who doesn't take advantage of the other fellow when he's down, and can't help himself. He plays the game, fair and square from start to finish.

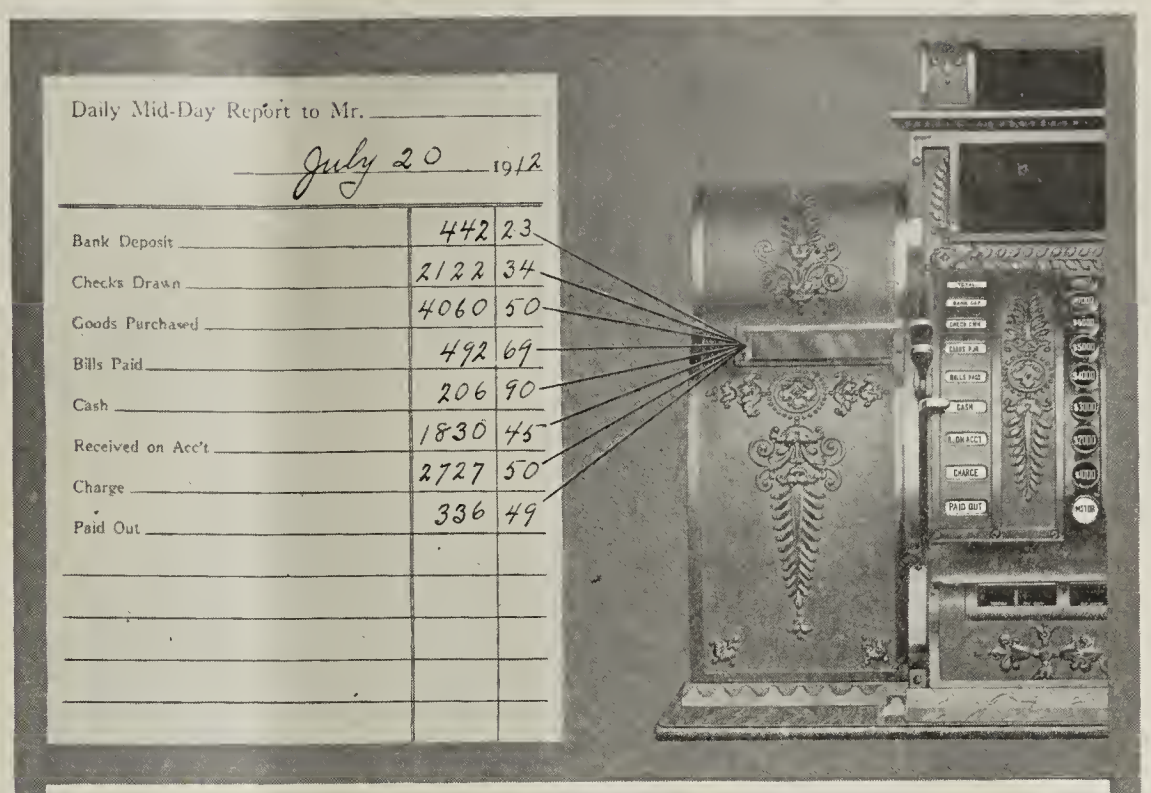
Born in the little town of Freeland Corners in Illinois, in 1852, and coming of a line of ancestors who had been tillers of the soil for generations, Patten began life much the same as other rural lads, putting in most of his time as a boy in hard work on the farm. From the latter place he graduated to a position of seemingly greater importance and prestige—a clerkship in the village grocery store. "The country store has been the stepping stone to better things for many men," says Mr. Patten. "Unless a man has spent a part of his youth in a rural store, where the wit and wisdom of a town usually gather to discuss everything

under the sun, I always feel that he has missed something really worth while."

His code of business ethics Mr. Patten acquired, to a large extent, in the village store—and it is a good code. As a matter of broad policy it never pays, he says, "to take advantage of a business blunder. By refusing to profit by a man's shortsightedness you may make an appreciative customer for life. The shrewd but petty dealing that wins by tricking the other fellow doesn't pay in the end. You may catch a man off his guard once, but usually not a second time." That is Mr. Patten's viewpoint. "Business may be no place for sentiment," adds this great grain commission merchant, "but a man must know just where a good bargain ends and a sharp bargain begins, one which the larger policy would make advisable to enforce.

"Once I sold some corn for shipment out of Boston for export for a certain month. I got the corn to Boston, but a blockade in the railroad yards made it impossible to get it on ship. When it went by the next vessel the foreign consignee refused to take it. He was able to pick up another cargo at a lower price. I lost $2,500 by this transaction and was never able to recover from the railroad. Now, who should have stood the loss? The fault was mine. I should have foreseen the blockade. The railroads were rushed, and I knew it. I took the risk; I thought it would get through some way. Foresight and judgment would have saved me this loss. They always save business trouble. Foresight and judgment are a gift. Experience is a good teacher, but a man must have the instinct. He must be like Plankinton, the partner of P. D. Armour's Milwaukee days. 'Hogs are going to be lower today,' Plankinton would say. 'How do you know?' Armour would ask. 'Why, man, can't you smell it in the air?' The man who hasn't the instinct to smell business conditions in the air is not likely to become a great business man. This instinct is one of the secrets of genius in the domain of business activity."

In municipal affairs, and in politics generally, Mr. Patten takes a keen interest, the sort which is always impersonal and a distinct benefit to the community. He served Evanston, Ill., his present home city, several terms as its mayor, and in that capacity brought about various civic reforms which won for him the gratitude of his neighbors. Likewise he has given large sums for the advancement of education, chiefly to Northwestern University, situated in Evanston.



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The trained man, the man with the knowledge, the man who knows he is right, the man with the confidence, ambition, desire and action, today is the man "who gets there."

Are you a man who wants a better job, more money, bigger opportunities, more influential friends, bigger business associates, greater business activities?

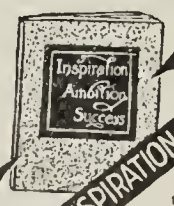
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Keeping Systematic Account of Security Deals

How the Daily Routine of Handling Stocks and Bonds May Be Brought to a Scientific Basis

By James Cooke Mills

SECURITIES in general cannot be treated as merchandise or as a trading commodity, but must at all times be regarded as Cash—as money itself. This factor naturally complicates the system of accounting for exchanges which involve both certificates and cash, since the securities must be wholly segregated from the actual stuff that goes to make up the bank deposits. Then, too, the active customer's accounts must be kept in such a way that a true balance of any particular one may be found upon a moment's notice; in fact all details of the business must be held at the finger's end. How this is done in a scientific way is here explained from information and forms furnished by Mr. Frank E. Cole, for some years chief accountant for a stock brokerage company, with offices in New York and Detroit.

Handling Customers' Orders

VERY much of the business is done at high tension and instant memorandum must be made of every order or change affecting the securities traded in. A printed form is used for every contingency and first

Name _____ List _____
Address _____ Agent _____
City _____ State _____ Letter _____

STOCKHOLDERS LIST				Name of Company	E. B. C. & Co.	
Pref.	Com.	Cap.	Bonds		Bought	Sold

Prospective customers can be followed up and interested in trading in their securities.

of all there is a Stockholders' List, or card file of prospective customers, which is a sort of follow-up record by which holders of securities can be interested in trading in them. It is filed under the customer's name and gives the kind of securities, the names of the companies, and also a record of transactions if bought or sold by the brokers. This part of the ruled form is carried over on the back of the card for further records, thereby providing for quite an extended list on one card.

When a prospective customer becomes a regular customer his name is entered on another card which becomes a reservoir of his holdings. On it are recorded purchases and sales of both stocks and bonds, the date, certificate number, maturity, price, total

Name _____ List _____
Address _____ Agent _____
City _____ State _____ Letter _____

PURCHASES		SALES		DATE	Certificate No.	Mat'y	Price	Total Purchases		Total Sales	
Stocks	Bonds	Stocks	Bonds								

The customer's card becomes a complete history of the transactions in which he deals.

purchases and total sales. In fact this card becomes a history of transactions in which he deals. Like the other card the ruled form is carried over to the back for subsequent records.

When the house has orders to buy certain stocks or bonds, or to sell others, they send out to their customers or prospective customers who are likely to be interested in the particular securities, a quotation letter, stating what is offered for sale or making offers to buy, subject to immediate acceptance. If a customer to whom this form goes views the proposition with favor and concludes to put through the trade, he fills out Form No. 3, either to buy or to sell, as the case may be. The "buy" orders as well as the "buy" quotations are printed on blue paper, while the "sell" orders and "sell" quotations are printed on pink paper to quickly distinguish them in the rush of business. For a thorough understanding of the terms of trading the commission rates are printed in a table at the right hand margin, and instructions on the back.

Upon receipt of the customer's order the brokers make acknowledgment on a printed form containing the words "this is not a notice of execution; merely a confirmation

FREE—This New Book of Big Facts About Vertical Filing



THIS New 40-page "Y and E" fact book, "Vertical Filing Down-to-Date" tells all about Vertical Filing. It's a digest of data gathered in 20 years. 70 illustrations show Vertical Filing Systems of all kinds, in actual colors; for instance, the new "Y and E" Direct Name System combining alphabetical and numerical indexing; systems with simple alphabetical indexing only; numerical indexing; geographical indexing; subject indexing, etc.

Every business has been considered—manufacturers, jobbers, merchants, banks, real estate and insurance men, lawyers, physicians, etc.

The work is written in the briefest, simplest way—a business book for business men. Free to *you* on request. Fill out the coupon and mail it now.

Some Facts About this New "Y and E" Book

Written simply "Vertical Filing Down-to-Date" goes into the fundamentals of Vertical Filing so clearly that your office boy or the average file clerk will grasp them quickly. A text book, without a "dry" paragraph. Explains how Vertical Filing means filing papers on edge, why guides and folders are necessary, what kind should be used, various methods, etc.

Tells how from the simplest alphabetical indexing methods has grown the "Y and E" Direct Name System with its combination of alphabetical and numerical indexing; its error check, its time and money-saving possibilities.

Speaks of Location Indexing. Shows best methods for various businesses. Then comes subject indexing and numerical indexing, and Follow-Up Systems.

Various folders, guides, Vertical Filing Cabinets and other supplies are illustrated.

Into the 40 pages of this book is a wealth of information about Vertical Filing not in any other work ever published. Many illustrations. Big type. An ideal text book for schools, file clerks and business men. Fill out the coupon and mail it. No obligation to you.

The Business Behind the Book

Twenty years has witnessed our growth from a 20 ft. x 30 ft. shop to three very large plants, turning out the most complete line of filing equipment ever produced. During all these years we have been devising, installing and improving filing systems used in more than four hundred lines of business.

We maintain an expert System Department. If you have filing troubles, let us work with you. It won't cost you a cent to benefit by our wide experience.

Even though your Vertical Files are running smoothly, through this book you may improve them. Fill out the coupon and mail it.

"Yawman and Erbe Mfg. Co."

422 St. Paul St. Rochester, N. Y.

World's Largest Makers of First Quality Filing Systems and Business Equipment

Branches, Agents and Dealers in over 1200 cities.

Send "Vertical Filing Down-to-Date"

Name_____

Firm Name_____

Business_____

City_____

State_____

9-12 Bus.

Are YOU

Mr. Salesman making the percentage sales the house very properly expects?

Are YOU

Mr. Dealer taking on new lines before the other fellow has covered the field with them?

Are YOU

Mr. Purchasing Agent in close touch with the entire market of office equipment?

Are YOU

Mr. Banker using the best time and labor savers in every department?

Are YOU

Mr. Business Expert familiar with all the most up-to-date office devices and methods?

Be Candid!
ARE You?

Office Appliances

A 140-page (10x12) illustrated monthly magazine—brimful of authentic information on every kind of office necessity is—

The Key to Better Business

It develops better salesmen—better business methods—better buyers—better business judgement.

Free Letter Service

Your personal questions pertaining to the field of office equipment, supplies and specialties, answered free if you are a subscriber.

Sign and Mail the Coupon Today

THE OFFICE APPLIANCE COMPANY,
421 So. Dearborn St., Chicago, Illinois.

Kindly send me OFFICE APPLIANCES for $\frac{12}{4}$ months for which I enclose $\frac{1.50}{.50}$ dollars.

I am interested in _____ Kindly send me a sample copy of OFFICE APPLIANCES.

(Indicate what you want. Sign and mail the Coupon now.)

FIRM NAME _____

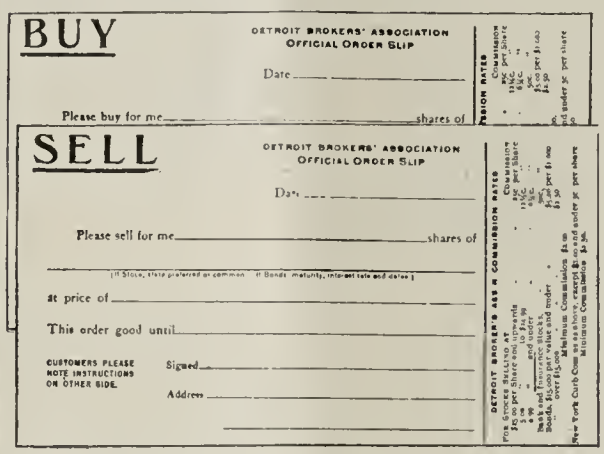
ADDRESS _____

INDIVIDUAL NAME _____

BUSINESS _____

Canadian postage add 25c.; Foreign, 50c. to the yearly rate.

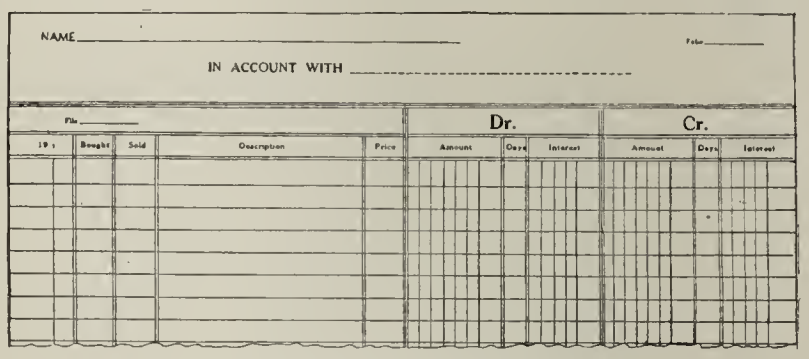
of your order," and in a foot note it is explicitly stated that in all marginal transactions the right is reserved to close an account without further notice, when in their opinion the margin is in danger of becoming exhausted, and to settle contracts in



"Buy" and "Sell" slips are sent out to customers who are likely to be interested.

accordance with the rules and customs of the Exchanges where the orders are executed. In no case is stock transferred into the name of a customer on the books of a company until payment has been arranged, as it is necessary to have protection against the death of a purchaser while the stock is in transit. This has no bearing, of course, on the purchaser's credit, as also the provision that checks must be certified. When purchasers are unknown to the house, deposits are generally required before the execution of their orders.

The order having been executed an Invoice Memo. is made out for office use and gives a concise yet complete record of the transaction together with instructions as to shipping, invoices, dates of maturity and remarks. The form is punched for binding in a loose leaf binder, and from it the invoice of sale or credit memorandum of purchase is made out. The former is printed in red ink and the other in black, both being punched for filing in post binders. These forms are made in duplicate, one copy being retained and the other going to the customer. At the bottom are rulings for the number of shares and certificate numbers, thus completing the record. The regular statement of account is necessarily somewhat different than a commercial statement and is shown in Form 4. It is specific in giving, besides the description and price, the interest earnings or interest charges to or by the account.

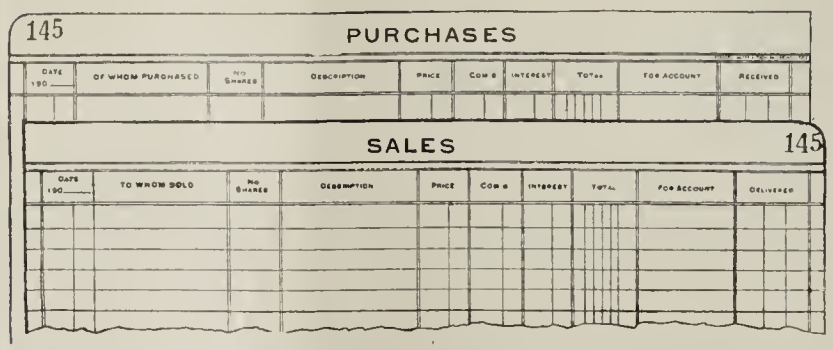


The regular statement necessarily includes interest charges or earnings.

How the Orders Are Recorded

ACCOUNTING for the brokerage business is necessarily somewhat different in plan and method from that used in other lines of business. It is peculiar to itself; and some methods and usages of Wall Street seem inexplicable indeed. For example: when the brokers receive a lot of securities from a customer, they enter a full and complete description of them to the debit of his account in the customers' ledger, but attach no value in dollars and cents, merely placing a symbol in the debit column in lieu of their value. Stocks and Bonds account is credited with them in the same way. This, of course, is the reverse of the usual principle, but it has been the common practice of brokerage houses for many years. It is defended by the argument that it combines the customers' ledger with an auxiliary customers' holdings ledger, which otherwise would be required.

When the securities are sold the customer's account is credited with the proceeds, the amount being entered in the credit column, as in ordinary transactions, and the Stocks and Bonds account is debited. Should the securities be delivered back to the customer for any reason, the entry would be made to the credit of his account by use of the above mentioned symbol. Thus the record is complete in either case, and one account carries all transactions.



The book of original entry gives at a glance the complete scenario of the day's transactions.

The first regular entry



EVERY ONE—EVERY BUSINESS

Should Have These Specimens

They show what good Lithography means.

THERE is no business too small or none too large that should neglect its stationery. High class stationery means a high class business, and you know what appearances mean in business.

The advertising feature of high-grade letter-heads cannot be estimated. They typify the character and standing of your business.

In this portfolio we are illustrating samples of lithography of rare design—specimens that are full of ideas and suggestions for your own business; and its FREE to you if you are interested in better letter-heads.

We also offer you the best facilities for the manufacture of the highest grade colored post cards. There is no line in the country that comprises as extensive line of lithographed post cards.

Designs will be submitted to you covering any particular point you wish to illustrate or advertise; your plant; your product; your city—anything in fact that has an advertising value.

MICHIGAN LITHOGRAPH LETTER HEADS and POST CARDS

are used all over the world. When a business wants the best in Lithography, we get the order. Our product is different than others; it is distinctive and satisfying.

Write to us to-day, using the coupon, and get the beautiful portfolio FREE. This does not obligate you in any way whatever.

The Michigan Lithograph Company
Grand Rapids, Mich.

COUPON

The Michigan Lithograph Company
Grand Rapids, Mich.

Gentlemen:—You may send me FREE your Portfolio of Specimen Letter Heads and Post Cards.

I am interested in Post Cards ☐
I am interested in Letter Heads ☐
(Place an X after either or both.)

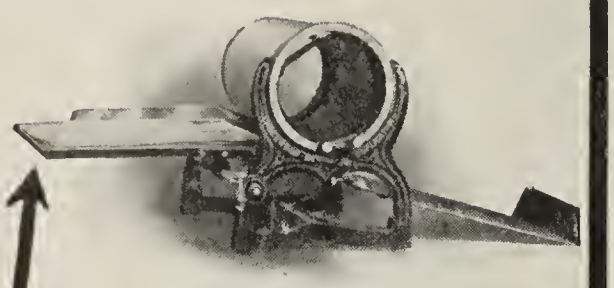
NAME_____

ADDRESS_____

CITY AND STATE_____

BUSINESS_____

$35.00



This Little Machine
IS
A Great Big Help
To the PROGRESSIVE MERCHANT

The Underwood Revolving Duplicator will increase your sales—reduce your costs—and save your time. So simple, your office boy, without previous experience, can reproduce fifty perfect copies a minute from a typewritten original. The

UNDERWOOD
Revolving Duplicator

will enable you to double your business without increasing your office space, rent or number of assistants. It puts the unlimited service of the U. S. mails at your command, and by perfecting your follow-up greatly increases the power of your advertising. Not only letters, but all kinds of circulars, office forms, catalogue cards, loose leaf forms, price lists, bills, announcements, etc., either handwritten or typewritten.

The quality of the work is the best, and the machine is compact, neat, clean and cannot get out of order. Don't judge the value of the Underwood Revolving Duplicator by its price,

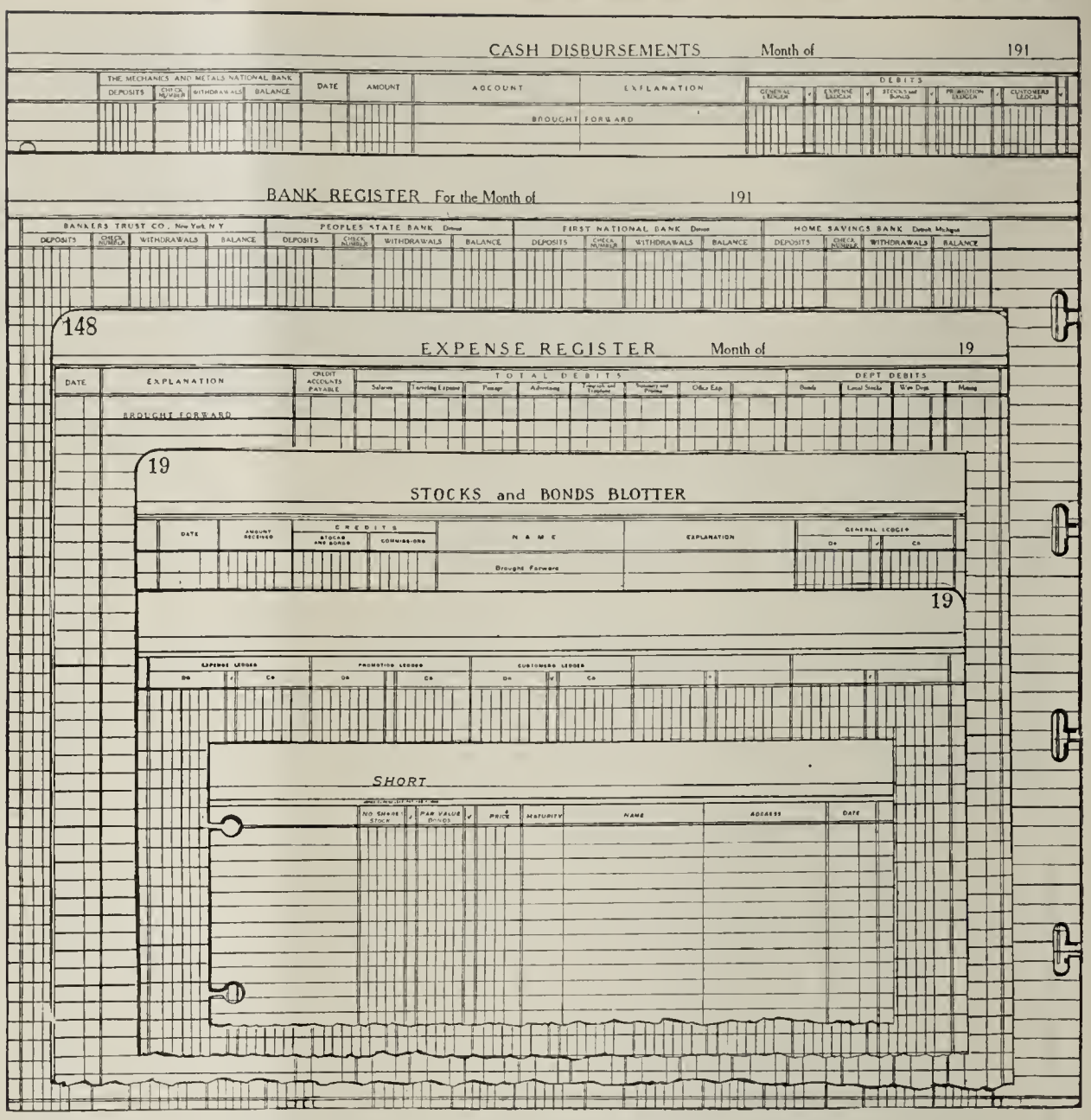
$35.00 Complete

but by its work Let us show you how the Underwood Duplicator will fit the particular needs of your business.

In the light of the recent Supreme Court decision, it is of extreme importance to note that the Underwood Duplicator is sold absolutely without restriction, leaving the customer free to purchase his supplies wherever he can buy to the best advantage.

Send today for booklet and specimen of work

UNDERWOOD TYPEWRITER CO.,
(Incorporated)
DEPT. K
Underwood Building, New York
Branches in all principal cities



The Stocks and Bonds Blotter, Expense Register and Cash Book contain special columns for the various sub-accounts and enable the manager to keep close tab on the business affairs.

of the customer's transaction on the books of the brokerage house is made in the Purchase and Sales book, the headings of which are shown in Form No. 5. It is so arranged that when the book lies open the purchases appear on the left hand side, while the sales are on the right. The columns are identical, and provide for the date at the extreme left, and full particulars of whom purchased or to whom sold, number of shares, description, price, commission, interest, total received or delivered column, as the case may be, at the extreme right. This original entry of transactions is all important, as further records are made from it, and it gives at a glance a complete scenario of the day's transactions.

The next book used in the daily routine of the office is the Long and Short, Form No. 6. This is a sort of securities record governed by the rule that all stocks and bonds coming in are "long," and those going out are "short." In this form the name of the security appears at the top, while the columns provide for number of shares, par value of bonds, price, date of maturity, and the name and address of the owner. On the reverse side the "long" items are entered, the order of the columns being reversed.

In the Stock and Bonds blotter, Form No. 7, we have an all-important book among the specials of a peculiar business. In ordinary bookkeeping this book would be called a "Distribution Journal" or perhaps a "Sales Journal," since it is designed after that generally used form. It is a double-paged book and carries at the left for convenience the date and amount received, followed by credits subdivided into stocks and bonds and commissions. The name and explanation rules have spaces each three inches wide to provide for full and complete records. Next in order and stretching across the right-hand page, are double columns with the useful check column, for the general ledger, expense ledger, promotion ledger, customers' ledger, and special accounts. This is a very comprehensive and complete form

A Defense for Direct Mail Advertising

As a means of eliminating waste circulation, thereby insuring full value for every dollar spent in advertising, there is not a more direct or personal channel of publicity that that offered by mail. With a properly selected mailing list as a basis upon which to work, you can concentrate your efforts along the lines of least resistance. There being little or no waste circulation you can afford to center a rapid fire campaign on any one section or all of your possible prospects. Each piece of literature is a direct personal solicitation to the party receiving it; if frequent and strong enough, results are sure to follow; the hardest stone will wear under the constant dripping of water.

With the knowledge that your list is properly selected and that each piece of literature goes to a live prospect, you can afford to annually spend thirty or forty cents on each one. This means that for twelve consecutive months you can make a periodical call, (including two-cent postage) every thirty days, to as many as you see fit to work on. It also means that even though your first advertising is not effective, through lack of proper attention or the fact that your customer is not on the market, sometime during the series of direct personal appeals, stretched over the year, your prospects will be in the market and if nothing else, your persistency will draw "blood." Then again there are those of your possible customers who are entirely satisfied with the service and quality they are now receiving from your competitors; the only chance you have of getting their business is, that you lay a proper foundation so that *YOU* become the second best in their mind for supplies, thereby falling heir to their business on the first occasion where there is room for dissatisfaction with the "other fellow;" this condition will usually arise during the course of a year and unless you keep a constant stream of energetic personal appeals before your prospect you cannot be sure of being there at the psychological moment. An appropriation of $350 per thousand will supply the entire ammunition for a constant bombardment of twelve months; this includes 2c postage.

The small manufacturer has an equal opportunity with the large ones in direct mail advertising. It's not the size of the appropriation but the brains that are put into your campaign that really make it productive. However, the product of your brain must fall on fertile ground; therefore the selection and reliability of your mailing list is primarily responsible for the profitable success.

We can compile for you a carefully selected list of any class that you may desire and one upon which you will be justified in concentrating. *Our 99% postage guarantee is your protection.*

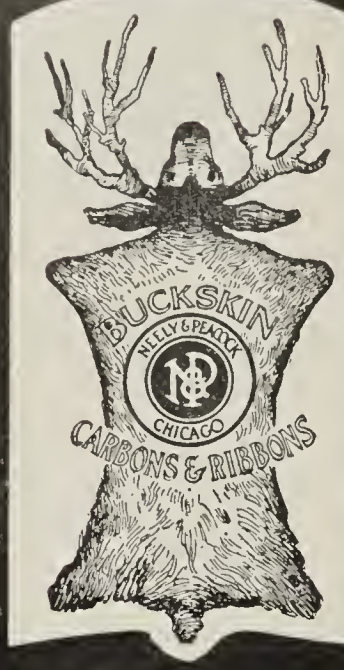
Write for our *Folder B.* It is a handy reference, showing the number of names to the various classifications, both personal and business; or better still, ask us for a quotation on any selected list that you may have in mind. Neither one of these requests place you under obligation, so act NOW.

ROSS-GOULD LIST & LETTER COMPANY

406 North Ninth Street, St. Louis

They Last

CARBONS RIBBONS



Buckskin & Daisy Brands

A DISTINCT ADVANTAGE IN DISTINCTIVE QUALITY

CARBON PAPERS and TYPEWRITER RIBBONS that have not only, ***superior brilliancy*** and ***depth of color,*** but far greater wearing qualities than others, their copies will positively not fade—and they ***will not deteriorate.***

In a business where a saving of dollars and cents is measured by the quality of the work, you ***will find*** BUCKSKIN and DAISY BRANDS in use.

THEY HAVE PROVEN THEIR EFFICIENCY

Write for samples, on your business letter-head, and judge for yourself — the great difference between BUCKSKIN and DAISY Brands of Carbons and Ribbons and those of low efficiency.

NEELY & PEACOCK

"MANUFACTURERS OF THE LINE OF DISTINCTIVE QUALITY"

CHICAGO U.S.A.

HARTMAN'S

WESTERN FREIGHT RATES

CLASS AND COMMODITY RATES

From Atlantic Seaboard, Pittsburgh, Buffalo, Cleveland, Detroit and other Important Stations in Middle States, Chicago, Milwaukee, Peoria and St. Louis to Stations in Illinois, Wisconsin and all States west of Mississippi River.

A Complete Tariff File in One Volume

In Loose Leaf Form, with Revised Pages Supplied Moothly

YOUR SHIPPING DEPARTMENT CAN USE THIS SERVICE

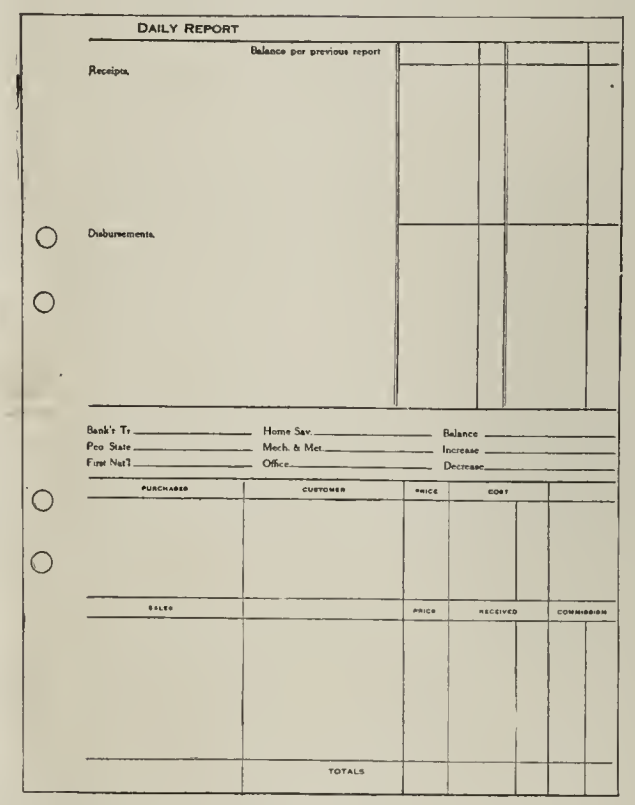
Let Us Send the Book on Ten Days Trial Without Expense to you

W. J. HARTMAN, PUBLISHER, 5th Floor, 308 So. Canal St., CHICAGO

for the exact requirements of the business.

Although not generally used in brokerage offices a combined Cash Book and Journal, in loose leaf form, fits into the system for certain purposes. It is provided with the usual debit and credit columns for Bank Account and, being a double-paged form, several columns are left without headings, so that any of a number of accounts may be accommodated, and changed as required.

The Expense Register, Form No. 8, is a very useful and labor-saving sheet, interesting alike to the accountant and man of affairs. It is a large sheet intended to cover the daily expense items for a period of one month; and its principal feature is its distribution of the various items to the proper sub-accounts, to which the footings are posted at the end of the period. There is one line for each day of the month, as it is intended to enter only the daily totals to such of the sub-accounts as are affected. At the left we have the date, explanation of entries, and credit accounts payable. Following these and under the total debits are the sub-accounts, while in the department headings appear such headings as: bonds, local stocks, wire department, and mining. This is a valuable book for reference for the office manager who keeps close track of expenses, as it enables him in a few moments to determine comparative costs covering any month of the current year, and for any month of preceding years. The form itself, with slight alterations to meet the special requirements of any business, could be used in every office.


DAILY REPORT

Balance per previous report

Receipts

Disbursements

Bank's Tr. ____ Home Sav. ____ Balance ____

Peo State ____ Mech. & Met. ____ Increase ____

First Nat'l ____ Office ____ Decrease ____

PURCHASED	CUSTOMER	PRICE	COST	

SOLD		PRICE	RECEIVED	COMMISSION

TOTALS

Each office can see from the daily report the exact condition of affairs in every other office.

Another large form, or rather double form, is the Cash Disbursements and Bank Register. This is in loose leaf, and is shown as No. 9. Like the expense register it covers a period of a month, with one line in use for each day's summaries. The sheet on the left is the Bank Register, and is divided into four parts for a record of transactions with different banks. Each week's records are separated by heavily ruled lines in deep blue, to further facilitate weekly comparisons. The Cash Disbursements for the same period appear on the right-hand sheet, and are entered daily by weeks. From left to right of this sheet we have the date, amount, account, and explanation. Then there are the debits, under which are general ledger, expense ledger, stocks and bonds, promotion ledger, and customers' ledger. Each of these has the useful check column. These forms could also be adapted to many office systems with the advantage of comparative records, which is a feature sought in better accounting.

The Daily Report is a most important form and invaluable for the members of the firm and the office managers. Copies are made and sent daily to each office in this country and to the foreign office in London, so that each knows exactly the condition of affairs in every other office. Should one of the firm be in London, Montreal, or Vancouver, he would by these reports have his eye on each office and his hand on the pulse of the business, which by the very nature of exchanges requires the greatest vigilance and care. The Form, No. 10, is made up from the records of the Cash Journal, which go in the space under "receipts" at the top; Cash Disbursement book, for the disbursements just below; the Bank Register, for the bank balances to which are added the increase or decrease as the case may be; and the Purchase and Sales book, for detailed statement of exchange transactions. The price, cost, and commission are also shown. On the back of this form is a statement of securities, giving separately the amounts maturing early, both payable and receivable. Then, there are comparative records of stock and bond commissions for the month and the period to date, this year and last year. Following this are amounts of securities "Short," "Long," and those owned by the company.

In the promotion department another form is used which is a security record of stock transferred and constitutes a trust company's record of stock. In the comprehensive arrangement the name of the member, his occupation, and full address appear at the top, while special columns provide for full particulars of issues and transfers.

Brown's Linen Ledger Paper

IT'S a boon to the Bookkeeper. It's an aid to neat work. It makes the Chief proud of the appearance of his books. Brown's Linen Ledger Paper makes up into record books, loose leaf ledgers that open flat and smooth—easy to rule, perfect in writing qualities. Erasures can be written over without the penpoint catching, without the ink running and blotting. And what is very important—Brown's Linen Ledger Paper stands constant usage without signs of wear and it never discolors with age.

IS IT any wonder that this paper is Uncle Sam's standard? Is it any wonder that Brown's Linen Ledger is specified by State, County and City governments, banks, big corporations, for their hard work books, for records that must be preserved? Brown's is the best linen ledger paper made—and it has been best since 1850.

WE ALSO MAKE ALL LINEN AND BOND PAPERS OF THE BETTER GRADES

Fac-simile of *Watermark*

L.L.BROWN LINEN LEDGER PAPER CO.

L. L. Brown Paper Company

ADAMS, BERKSHIRE COUNTY, MASS.

Established 1850.

Write for names of Stationers in your locality who can supply you with books made of our paper.

In ordering record books and ledgers, specify the use of Brown's Linen Ledger. Write for Sample Books today.



Building Your Future Income

LIFE insurance statistics show that 90% of the people are either broke or dependent after sixty years of age.

Why? Because they didn't save when they could. Or because they lost their money in worthless propositions.

You,—who are occupied with your own business, haven't the time or facilities to make the thorough investigation you should before placing your hard acquired savings.

THE MAGAZINE OF WALL STREET

devoted to scientific investment—is built to help you learn **How to Invest.** It shows you how to make your money work for you to the best possible advantage.

No matter how much or how little money you have, you need **THE MAGAZINE OF WALL STREET.**

If you have but little—remember John D. Rockefeller once had less.

If you have much—you aim to put it where it can't get away.

"INVESTING FOR PROFIT"

By G. C. SELDEN

Article 11 in the September issue analyzes the investments of the late Marshall Field, the merchant prince, who began with nothing, and died worth $45,000,000. Other valuable articles are "You and Your Money," "The Savings of the Salaried Man"—how to employ them to get more than 3½% interest.

MAGAZINE OF WALL STREET,
252 U. S. Express Bldg., N. Y. City.

I enclose $.25 for September issue, or send me free sample.





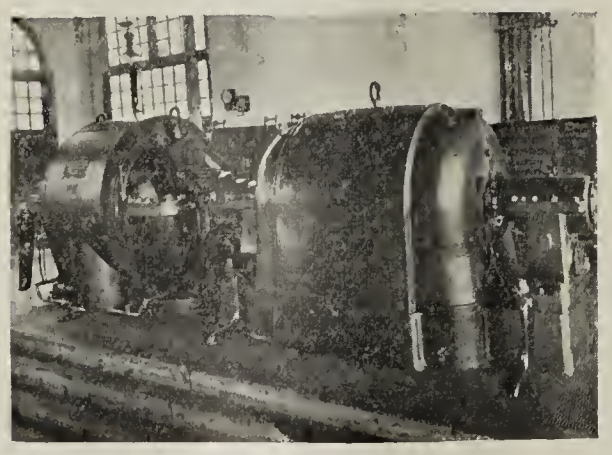
IN OTHER MEN'S FACTORIES

A Department of Ideas and Methods That Have Been Tried Out in Other Plants—Little Schemes That Add to the Economy and Efficiency of Operation

Getting Power for Nothing

IN EVERY factory there is a certain amount of wasted exhaust steam. This is not always wasted at any one point, but may be distributed at various places throughout the factory. If all this wasted exhaust steam could be collected at one point, it could be used to considerable advantage.

Realizing this, the low pressure or exhaust steam turbine has been developed and is used to collect this exhaust steam and turn it into useful power. Exhaust steam from widely scattered engines and pumps throughout the plant is collected through twenty-five hundred feet of piping, varying in diameters from five to twenty-eight inches, passes through an oil separator and thence through the turbine to the condenser. The circulating water is cooled by a spraying system. The average output of the unit is approximately 750 kilowatts based on a week of twenty-two hour days.



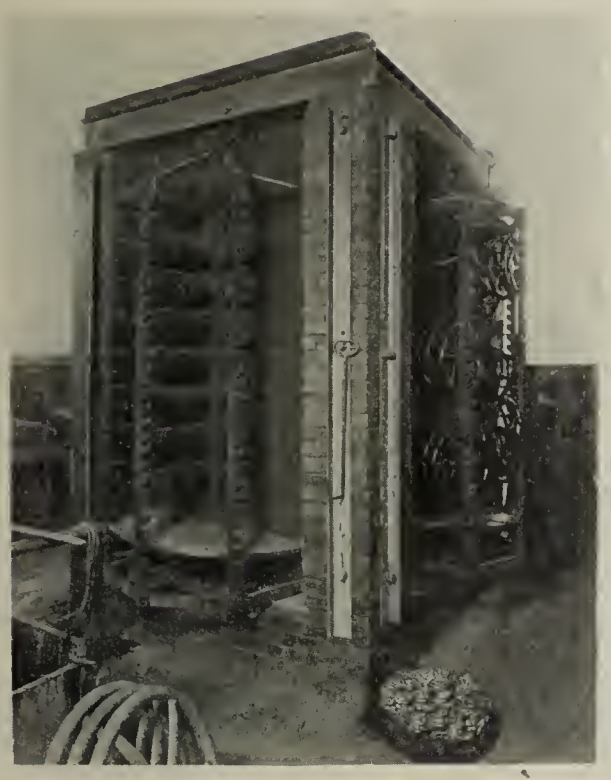
A low pressure turbine that collects waste steam and turns it into useful power. Its average output is 750 kilowatts, based on a week of 22-hour days.

By the use of formerly wasted exhaust steam and without any additional fuel whatever the generating capacity of the plant has been increased by 1,000 kilowatts. Using approximately 750 kilowatts of this increase at the present time, the management of the plant estimates that the annual saving effected furnishes a return of forty per cent on the cost of the low pressure installation. The amount of wasted exhaust steam in a large number of industrial plants will undoubtedly become much smaller as the economy effected by the use of this low pressure machine is more generally appreciated.

Japanning Made Continuous

IN THE ordinary japanning oven, the racks are placed on the inside and in order to fill up the oven, it is necessary to open the door and carry the material into the oven and hang it on the various racks or place it on one of the many shelves. During the time consumed for filling the oven, it is of no use for work and is merely acting as a temporary place of storage until the heat is turned on and the actual baking commenced. When there is a great deal of this work to be performed, this amount of idle time may require the installation of one or two extra ovens. And a great deal of heat is let out into the room as the doors of this type of oven are opened and at least an equal amount is wasted in heating it up again during baking.

How one manufacturing concern has



One concern has done away with waste heat and loss of time in lacquering its product by installing a rack which operates continuously. It is so arranged that one-half is always exposed to the heat while the other half is being loaded. The racks revolve on bearings.

eliminated this objectional feature is shown in the accompanying illustration of a rack. It is constructed for baking japan on castings which are dipped into a trough filled with japan. They are then hung upon rods, which, when full, are suspended in slots in the oven racks. There are three of these racks in the oven which are built to occupy three sides of the square as shown in the sketch. One-half of each hexagon-shaped rack is on the inner side of the oven exposed to the heat which may be fired with fuel oil, gas or coal. While the castings on the inside are being baked, the operator is loading up the racks on the outside so that as soon as the baking is done, it is only necessary to turn the racks half a revolution, thus exposing the freshly dipped lot to the heat.

The operator then unloads the finished castings and loads the rack up again with fresh ones. Of course, this process is repeated over and over again. The racks are provided with bearings, on which they may revolve. The lower one is on the ball bearing type. The operator of this type of oven is constantly loading or unloading from the outside. There are no waits and the heat is always at work, so that there is practically little or no waste of time and the number of ovens under these circumstances may be materially less than when the open-door type is used.



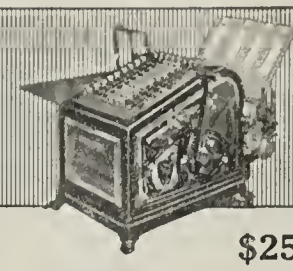
$150

Burroughs key-driven calculator, backed by the Burroughs reputation; 9 rows of keys; totals to $99,999,999.99.



$200

Visible-Style 381; designed and built in the Burroughs factory; adds to $99,999.99; 12 1-2 inch carriage; totals and sub-totals, repeat key.



$250

Burroughs High-Keyboard Model, 10 1-2-inch carriage; adds to $9,999,999.99; totals, sub-totals, repeat, correction key.

Your Price Will Buy a BURROUGHS

Some business men have a mistaken idea that *all* Burroughs Bookkeeping Machines are costly. Far from it. We make Burroughs machines at from *$150 to $950.*

Burroughs machines range from a plain 6-column machine, adapted to the business that employs but one clerk, to our big 17-column Electric Duplex machine, the largest, most complete, adding machine ever built.

The man who buys the $150 Burroughs does so because *that* machine will meet all the requirements of *his* business. It produces for him exactly the same results as the $500 machine produces for the man whose business *needs* are that much greater.

The price of every Burroughs is based entirely upon what it will *do*—the only *fair* way, because *value* always has and always will determine *price.*

A Burroughs at $150 is not a "cheap" machine, nor is the $950 model an expensive machine. The price of the former is low only because of the scope of its adaptability—and the cost of manufacture—are less than the more complete models.

The quality of material that goes into the low and the high-priced Burroughs is exactly the same.

The same engineering skill designs them both.

The same skilled labor puts them together.

And the same guarantee of continuous service stands back of them—a guarantee that is as good as a bond, because it is backed by twenty years of promises *kept.*

The value of a Burroughs in your business lies in what it *saves* for you. The price and the terms on which you buy, are for *you* to decide.

Tell us in what large ways you use figures in your business and name the price you would be willing to pay to handle them in half the time at half the cost—neatly—no errors. Then we will send to your office the machine that meets that price and demonstrate its possibilities on your individual work, all without cost or obligation. But remember this, *price* needn't keep you from owning the best built and the greatest labor-saving device in office work—the Burroughs Adding Machine.

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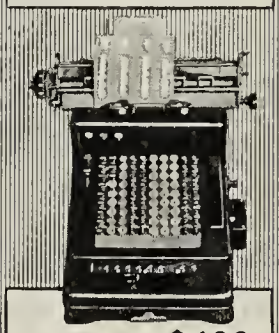
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82 Burroughs Block, Detroit, Michigan

These prices apply in the United States only



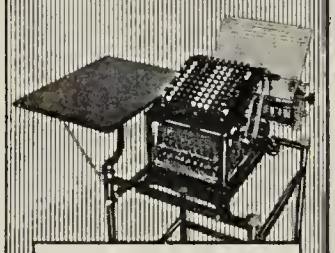
$300

Visible Burroughs, new model, low keyboard, 12 1-2-inch carriage, adds to $9,999,999.99; total, sub-total, non-add, non-print, repeat and separate column correction keys, visible totals, all the printing in sight and in EASY READING range



$400

Electric Burroughs Statement Machine, visible model, prints months and days in red, total, sub-total, non-add, non-print and repeat keys and 12 1-2-inch carriage; to ads to $9,999,999.99



$500

Duplex Shuttle Carriage Burroughs; equipped with all regular Burroughs features; totals 2 columns to full capacity of keyboard. A machine that almost THINKS.

Other machines at prices between these and up to $950

Aiding Belt Economy

STRETCHING belts—especially on a hot day—means loss of power. Often it is hardly enough to be noticeable, yet the creep is there just the same and in order to stop the power waste it is necessary that the slack be taken up. New belts are particularly subject to this form of power loss. Several plants make use of a method that may well be adopted by any works, factory or shop that adds new belting to its equipment from time to time. By this method belts are now made up endless but, when planned for work, are left short by a section from six inches to a foot long. Substitute belting from the stock room is placed in this gap. As the new belt stretches, the original discrepancy is shortened up until—in case the original shortage was a foot—a ten, eight or even a six inch strip is substituted, taking the place of the original twelve inch gap.



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The Business Man's Publishing Company, Ltd. Detroit, Michigan



A brick conveyor that eliminates handling, except at the ends, and loads 5,000 bricks per hour. It is operated entirely by the force of gravity.

An assortment of belting of various widths and lengths is kept on hand at all times so that it is possible to make a substitution whenever that is necessary. These stop-gaps are made from old pieces of belt of various widths and a number of old belts are kept on hand in case some unusual length or width is needed.

Carrying 5,000 Bricks an Hour

PROFIT in every manufacturer's plant is regulated largely by the expense of production. Introduction of any labor-saving machine or mechanical device which will reduce the number of hand laborers must necessarily effect a saving in the production expense. This is especially true where material is transported by hand.

In the handling of bricks, cement blocks, tiling and so on, wheelbarrows are the usual means of conveyance and they are not only slow and expensive but they involve hard and tiring labor. On this page is shown a method eliminating this kind of labor which has been found very profitable. It is the view which shows a car being loaded with common brick and illustrates how rapidly the work can be done by the use of the gravity conveyor. Half the loading time and more than half the labor expense is saved by this method. Two men, one at each end of the carrier system will do the work of from four to six wheelers in considerably less time and at much less expense. These conveyors may be designed so that they will travel around single or reverse curves the same as on a straight carrier without danger of falling off. And delicate-faced or fancy brick and tiling are conveyed just as quickly and safely as common brick.

Often the reverse of this system is used —a conveyor carries the brick from a freight car directly into a building where an elevator system raises it up to any desired height with practically no handling except at the beginning and the end. The conveyor shown requires absolutely no power, since it is operated by gravity. The weight of the bricks operates it.

There is one other advantage. The conveyor may be so arranged that the two ends at which the workmen are stationed may be entirely enclosed and the men fully protected during excessively cold or wet rainy weather. Under the old wheelbarrow system it would be necessary to stop work.

Insuring the Receipt of Orders

IN A manufacturing plant that has many departments where a large number of excuses for delay in filling or making up orders were constantly turned in, department heads would often claim that the shop or managerial order had not been received in time to permit them to fill it earlier. To avoid allegations of this kind, prevent delay, and do away with any possibility of dispute, this method is now used:

When delivery or messenger boys are sent to a department with an order, a slip is attached to it. This slip is gummed along the edge, and perforated so that when delivery of the order is made it can be retained by the boy as a voucher. The signature of the one to whom the order was delivered is a guarantee that it reached the right hands, and the hour and date of de-

livery is a further guarantee that it arrived at a certain time. This gummed slip is returned to the manager, attached to the original, and remains in possession of the issuer of the order—ample evidence as to both actuality and time of delivery.

How to Work the "Odd Man" in the Shop

NEARLY every shop," says the owner of what may be termed either a small plant or a large shop, "has an employee who is what might be termed a 'putterer'—a man who is never so happy as when he is on some small job by himself or is left to solve some problem in mechanics. I had such a man at work in the electro-plating department and although he understood everything in the shop and could give the reactions on all plating work, he could not turn out as many plated parts as a green apprentice. As I did not want to lose him, I turned him loose in the shop as an official 'improver,' with orders to work at regular jobs until he could see something to improve, when he could go to work by himself.

"The foreman put him at work at a lathe and he idled away two or three days, when he showed up with a plan for delivering material and taking it away from the lathe that saved us considerable in a year's run. Material is loaded on one end of a truck, to occupy half the car. It is then wheeled to the lathe and as the parts are worked the finished parts are racked on the other end of the car. This 'half load' method makes it possible to get material to the lathe and get the parts away in standard size lots, so making it easy to gauge the amount of work done by a lathe-worker in a day. Further than that it saves considerable time formerly used in loading and unloading, for by this method it is necessary to load and unload but once.

"When this plan was thoroughly worked out, the foreman put the 'improver' at work among the band saws. Our plant used numerous band saws in various operations. and the handy man soon noted that the work was much hindered by the blades oscillating backward and forward on the wheels. He studied out a method of remedying this condition, by removing the band saws and examining them carefully for burrs on the inside back edge. Where these were found, the edges were filed down smooth with the result that the band immediately stopped the oscillation, no matter how rapid the speed. The improvement man has been at work a month now and so far he has more than paid his year's wages in savings. And I am looking for him to do something still bigger before the year is up."

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Please send me the "Guide for Prospective Purchasers of Dictating Machines," describing the Edison improvements.

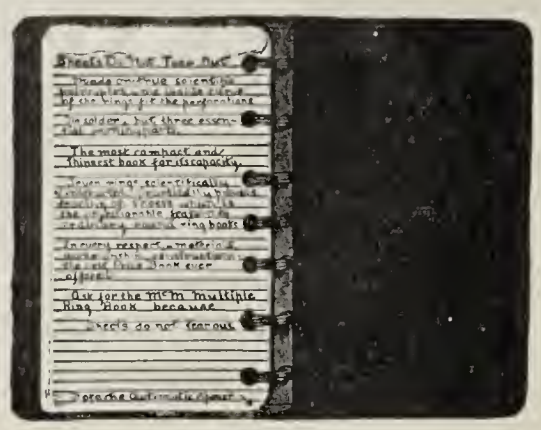
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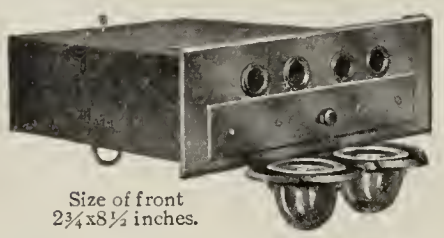
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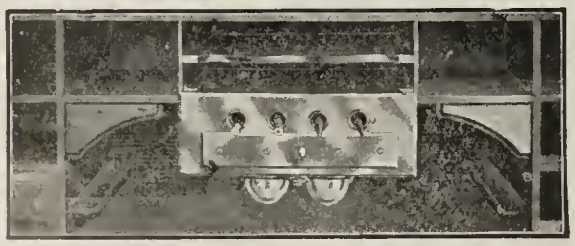
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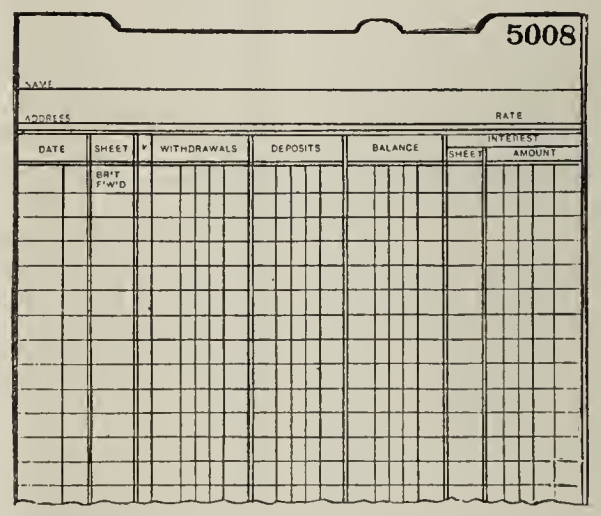
SCOFIELD & CO., 144 Nassau Street, New York

A Card Ledger System for Savings Banks

By H. M. Gilbart

THE card system is the ideal system for handling depositors' accounts. The ledger card as shown herewith enables the work to be done with great speed and you have the accounts at your finger tips all the time. Cabinets for this system can be obtained from dealers, or any carpenter can make boxes of uniform size to hold a certain number of cards and these boxes can be carried into the vault at night very readily.

The shortest and best way for posting to the depositors' accounts is to post direct from the deposit slips. Suppose, for example, your bank has 8,000 depositors; your ledgers will be divided into sections, say 1 to 500, 501 to 1,000, etc. Mr. W. B. Jones with account No. 508 deposits $68.00; the bookkeeper takes the slip from the teller, posts it direct to Mr. Jones' account and then places the card in the back of the case; he next places the deposit slip in the pocket for the second ledger, or, if the account is in the third ledger, the slip goes in the third pocket. The withdrawals are handled in exactly the same way, posting the amount direct from the withdrawal slip and placing the card in the back of case; the withdrawal slips being also kept separate by ledgers.



At the close of business the bookkeeper takes his deposit and withdrawal slips separately and runs them up on the adding machine, totaling each ledger separately. He next enters footings of each ledger in the journal and the grand total should agree with the teller's figures.

In posting from the daily journal to the Controlling Account you simply post the total amount of deposits and withdrawals. By taking any ordinary blank book and ruling it to suit your ledger, entering each day's business by ledger, you can ascertain the balance of any one ledger at once by simply subtracting your withdrawals from your deposits, plus your balance the first of the month. After you have proved the postings you replace the cards in their numerical order. By placing a numbered marker each 100 accounts apart it assists materially to find the proper place for your card.

The advantages of this system are threefold: 1st, it is the work of a very few minutes to add up your daily transactions on the machine; 2nd, by proving your postings each day it saves a lot of needless checking for errors after you have taken your trial balance; 3rd, it keeps the accounts in the proper ledger column, which is nearly impossible to do when you are running a special ruled journal. When an account is closed it can be taken out, thus keeping only live accounts in the ledger.

Dr.	February 1912			
First Natl Bank (Deposit)				
(Withdrawals)				
Ledger 1 - 500	85			
501 - 1001	361			
1001 - 1500	189			
1501 - 2000	76			
Deposit a/c Genl Ledger			711	
Cash			1211	00

Cr.	February 1912			
Interest pd on a/c.			40	
Bond and Mortgage " "			100	
First Natl. Bank (Withdrawals)			190	
(Deposits)				
Ledger 1 - 500	120			
501 - 1001	228			
1001 - 1501	163			
1501 - 2000	145			
Deposit a/c Genl Ledger			656	
Cash			986	00

Simplifying *the* Hotel Accounts

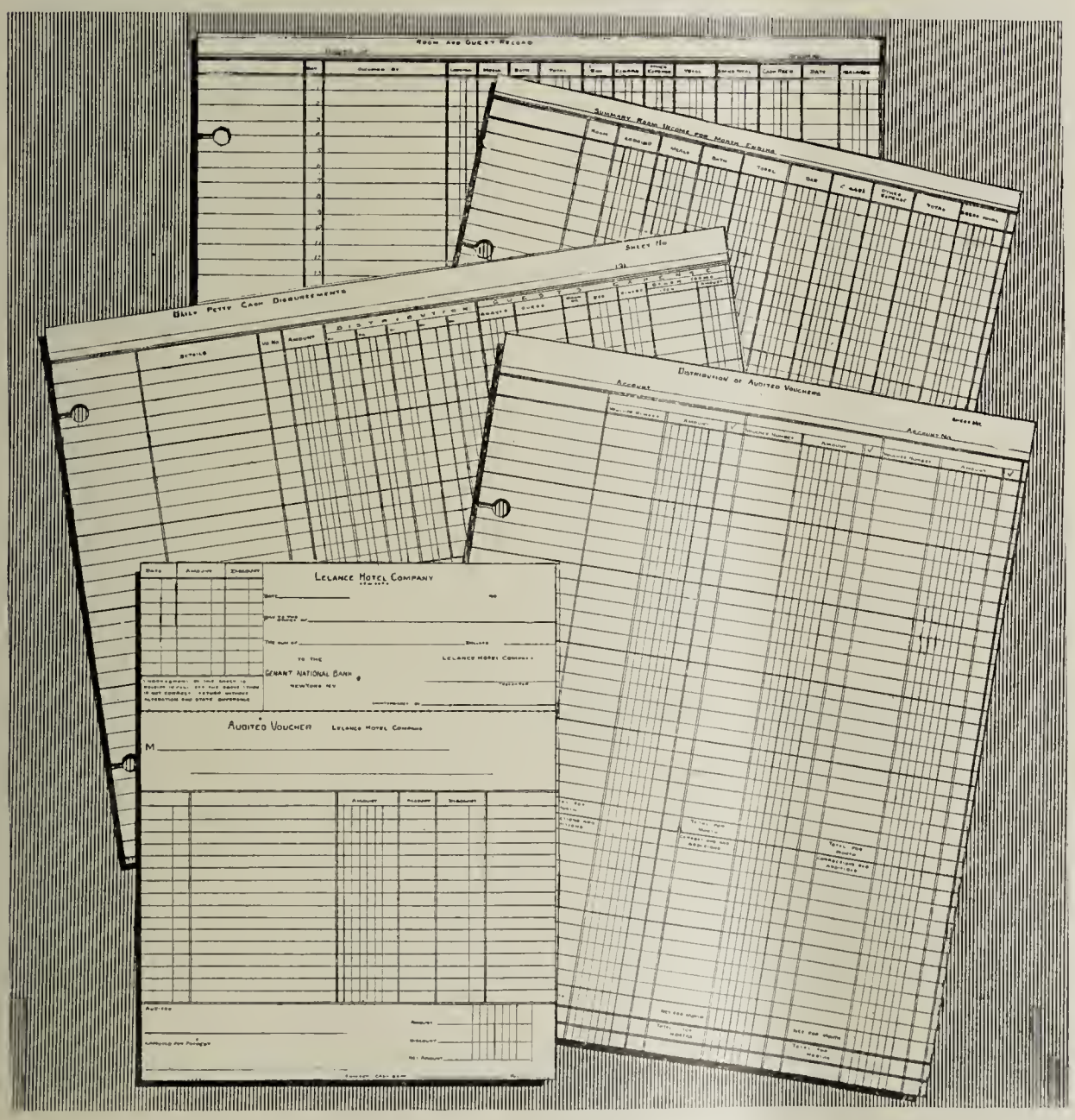
Loose Leaf Methods That Enable the Manager to Keep in Close Touch With the Business

By Wm. B. Wiegand

TO KEEP in close touch with the income and expenses of the business, and at the same time to satisfy himself that the money due from various sources actually enters the company's treasury, the manager of a New York hotel has installed the following loose leaf system:

Accounts are kept with rooms instead of guests individually, and by knowing how many days in a month a room has been occupied, together with the rate, it is but a simple multiplication process to know the amount earned by each room. These amounts taken together give the gross income from the hotel during the period. A Room and Guest Record is first provided, ruled with thirty-one cross lines, so that each page takes care of one month, and being ruled on both sides six sheets are sufficient for a year's transactions. They should be arranged in numerical order, according to room number, two binders being used, one containing the current month's records on the face of the sheet, while the other side shows the records for the preceding month. The other binder contains the completed sheets of the past months.

After a guest has registered and been assigned to a room his name is entered in the proper space on the line corresponding to the date of his arrival, and a card with his name on it as well as the room number is



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HORSFORD'S Acid Phosphate
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Is a scientific and carefully prepared preparation of the phosphates, and has been found a most valuable general Tonic.

A teaspoonful added to a glass of cold water, with sugar, makes a delicious and wholesome beverage.

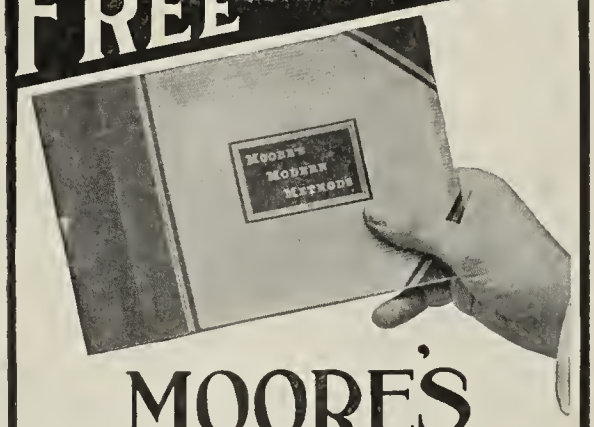
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Read This:

International Accountants' Society
Detroit, Mich. June 16, 1911

Gentlemen:—I must apologize for delay in answering your recent letter, but have been too much pressed for time.

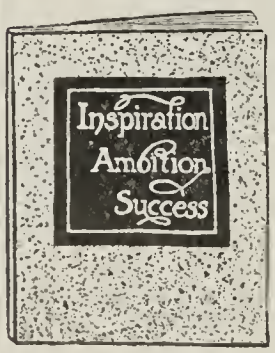
All three of the successful candidates in the recent C. P. A. examination were graduates of your course and all feel that they were aided materially by the mind training it gave them.

There were no questions on cost accounting at this examination, but the papers covered a very broad field. The time was ample with the possible exception of the last paper on practical accounting in which there was a question on the merger of three corporations which involved a large amount of detail.

With best wishes, I am
Yours very truly,
EDGAR T. WAGNER

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inserted alphabetically in the Room Rack. Columns are provided in the Room and Guest Record for the regular hotel service divided into Lodging, Meals and Bath, the last column being used only where a room has not a bath attached and guests are charged for its use. Columns are also provided for Guests' Expense, as Bar, Cigars and Other Expense, such as laundry, etc., the details of which are obtained from the Daily Petty Cash Disbursements. A total column is provided for each division of charges, and another for the grand total, and in them the cross footings should be extended each day. The totals of the various columns are arrived at whenever necessary, at the end of each day if a daily proof is desired, or when the guest is leaving, and always at the end of a month. A column is provided for cash received and another for balances still outstanding.

In order to prepare the monthly journal entries, debiting and crediting the various accounts on the general ledger, all that is necessary at the end of the month is to prepare a summary of the individual room totals. For this purpose the Summary Room Income is provided, having columns for Room No., Hotel Service, subdivided into Lodging, Meals, Bath and Total; Guests' Expense, subdivided into Bar, Cigars, Other Expense and Total and Grand Total. The totals for each room are obtained and transferred on its proper line to this summary sheet, which, when footed, gives the complete information for debiting Guests' Controlling Account in the general ledger and crediting Lodging, Meals, Baths, Bar, Cigars and Other Items. The credits to the last three accounts are offset by the charges through the Petty Cash Disbursement sheet to the Audited Voucher Distribution. Thus it appears that these accounts are simply "wash accounts," and should balance out at the end of each month.

To keep an effective check on the cash, all receipts should be deposited in the bank intact, and all payments other than petty disbursements should be made by check. Funds should be left at the cafe and cigar stand for the purpose of making change, the excess of which at the end of each day should be the amount of sales, and should agree with the amount shown by the cash registers. Another fund should be left with the clerk or cashier, out of which he makes expenditures for the guests or for the hotel itself. All such payments should be represented by a petty cash voucher, and should be entered in the Daily Cash Disbursement sheet. At regular intervals a check is drawn for the total disbursements and the currency therefor put back into the fund, thus bringing it back to its original amount. The balance of cash on hand plus the total of the vouchers must agree at all times with the original amount. When guests desire supplies from the cafe or cigar stand to be charged to their account, the clerk should make out an order on the proper department, showing what is required and the cost and deliver it to the department, together with the money. A petty cash voucher is made out and distributed in the guests' expense column, from which it is posted to the Room and Guest Record. No other postings are made from this book, but the totals are used for the distribution of the audited voucher. In this manner both the cafe and cigar stand are maintained on a cash basis, although it is still possible to record such items on the cash register so as to distinguish them from regular cash sales.

The form of Voucher Check illustrated has many advantages. The top portion, corresponding to an ordinary bank check, is perforated so that it may be torn off and mailed to the creditor without the objectionable fold so common to voucher checks. The bottom portion or voucher jacket is used to record the details of payment, or for holding the invoices or other evidences of payment. The reverse side is ruled in the ordinary way so that it may be folded in halves, one half showing number, name, amount and date, and the other half the accounts to be charged. Since the check bears a number corresponding to that appearing on the voucher jacket, any subsequent attempt to see that every payment is for value actually received is greatly facilitated. When a voucher contains within itself a bank draft, it is necessary to send it to the creditor so that if it is lost in transit or if there is any delay in presentation for payment internal difficulties ensue. By using a check of this kind the vouchers can be filed away immediately and all this trouble is eliminated. The necessity of printing account names can also be overcome by the introduction of account symbols.

The expenses of a hotel, like those of many other enterprises are rather numerous, so that an attempt to have a voucher register with a column for each of the various accounts would require very wide pages and many columns, at the same time increasing the liability of error by distributing an account into the wrong column. It is, however, essential that there be a multiplicity of accounts in order to obtain an intelligent statement of the expenses of the business, or else an analysis is required of the few accounts that are kept.

To overcome these difficulties, an Audited Voucher Distribution Sheet is used instead

of a voucher register,—one sheet being used for each account. To these sheets with the account number and name appearing at the top are posted the various charges from the vouchers, thus reducing any chance of charging a wrong account regardless of how many there may be. The next point is to have but one Expense Account on the ledger. At first thought this may seem to require subsequent analysis, but such is not the case, for it is a controlling account, the detail expense accounts of which are maintained on the Audited Voucher Distribution sheets. As above indicated there is one of these sheets for each general ledger account that may be charged through the audited vouchers, excepting Expense Account, which has in its place as many sheets as there are branches of expense. The totals of all these detail expense sheets for one month give the amount to be posted to Expense Account on the general ledger, thereby keeping the detail sheets in agreement with the controlling account. To the total thus obtained are added the totals of the other sheets for the general ledger accounts, thus giving the total of the audited vouchers for the month. The detail expense sheets should be segregated from the other sheets by ordinary index tabs.

As it is possible that changes will be required in making adjustments or correcting errors or that there may be additional entries on the Expense Account from some other source, lines are provided for such items under the heading of "Corrections and Additions," and here will be entered the additional charges in black ink and the credits in red ink. These are added to the "Total for Month," the resulting total being entered on the line "Net for Month." This figure is added to that of the previous month, giving "Total for —— Months," so that at the end of each month each expense sheet shows not only the total for the month as compared with previous months, but the total for the year up to date. A manager or owner is thereby in a position to note any increases or decreases without any further clerical labor and can intelligently plan the future policy.

This distribution sheet is one of the most essential features of the entire system as it provides the information from which a comparative statement can be made up so as to show the actual results from carrying on the enterprise. It is a feature which is not confined to this particular business, but is being made use of very successfully in other branches of business. In fact it is a most effective means of discovering the little leaks which every commercial enterprise must guard against, and enables the management to plug them up.



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11,610	Auto Dealers and Agents	20.00
4,525	Auto Repairs	10.00
2,749	Auto Supplies	7.50
166	Auto Supplics, Whol.	2.00
63	Auto Jobbers	1.00
521	Auto Tool Mfrs. and Dealers	4.00
227	Auto and Buggy Top Mfrs.	2.00
472,000	Auto Owners, Per M	2.00
123	Auto Tire Mfrs.	1.50
267	Auto Truck Mfrs.	2.00
384	Advertising Agencies	4.00
514	Mfs. and Jobbers Adverting Novelties	3.00
50,000	Agents, Books, etc., Per M	4.00
50,000	Agents and Canvassers, Per M	4.00
733	Amusement Parks	5.00
3,750	Department Stores	5.00
2,205,303	Farmers, Per M	2.50
1,976	Five and Ten Cent Stores	5.00
6,913	Five and Ten Cent Theatres	20.00

ASK FOR ANY OTHER LIST YOU WANT

Trade Circular Addressing Co.
168 WEST ADAMS STREET, CHICAGO
Established 1880

MAY WE INTRODUCE THE
CENTRAL LOOSE LEAF COMPANY
BENTON HARBOR, MICH.
?





WAYS AND MEANS

Practical Methods for Improving Business Routine—Short Cuts That Save Time and Effort, Lessen Costs and Multiply Profits

An Infalliable Stock Record

THE ADVERTISING manager of a manufacturing concern that uses a large amount of advertising matter, such as posters, booklets, folders, postal cards, envelope stuffers, etc., was was frequently caused much annoyance, on requisitioning the stock department for supplies, by having the requisition returned to him with a notation to the effect that there were not enough supplies on hand to fill it. To obviate a recurrence of the trouble and to insure that a sufficient stock of advertising matter be always on hand, he placed into operation a system as follows:

A card index stock record blank was first prepared. On this blank is entered particulars of each piece of advertising matter as it comes from the printer—its name, office serial number, printer supplied by, date and number of pieces placed in stock. To avoid complicated detail work no record is kept of the removal of articles from stock. The system makes it absolutely impossible for the supply of any piece of advertising matter to run out entirely.

When the advertising matter is placed in stock, a minimum stock sufficient to last until new supplies can be secured is decided upon. This number of booklets (for example), is then wrapped up and tied with heavy cord. A printed label is then attached to the package, reading:

"Do not open this package of (Booklets) until the rest of the stock is used. When opening package, detach this label and hand it to the advertising manager. THIS IS IMPORTANT."

Thus, when the advertising manager receives the label, he knows that the minimum stock has been reached and that new supplies must be ordered immediately.

This system also avoids the keeping of voluminous records of the use of small pieces of advertising matter. The card record system is not intended to be in the nature of a perpetual stock record—its only use is to show the origin of printed matter and to furnish figures on quantities used over a certain period.

Eliminating Waste in Return Express Charges

A CONCERN in an eastern city has built up a big business by shipping outfits of novelties to drug stores, novelty stores, etc., throughout the country, on consignment. The articles in the outfit are of popular appeal and find a ready sale.

This concern used to take a chance on shipping outfits unsolicited to a selected list of names. On the same day that the outfits were dispatched a form letter would be sent to consignees to the effect that they would find the goods ready sellers, but that if for any reason they did not want to accept them they could refuse to accept delivery from the express company. Returns under this method averaged about twenty-five per cent, which ate up a considerable sum each year in express charges.

To obviate this loss the concern now uses a plan that reduces to a minimum the chance of loss through paying double express charges on returned goods. The goods in question find a sale only during the spring and summer months. Thus they are shipped from the factory during March. Under its new plan the concern now mails during January, under one cent postage, a combined invoice and form letter to prospective consignees. The form letter reads to the effect that unless the manufacturers receive advice to the contrary they will ship the goods during the month of March. It also explains that the goods are sold on consignment—that on the first of September the dealer is either to remit for the complete outfit less a certain commission, or is to return the unsold goods. At the bottom of the letter is an invoice form that details the goods to be shipped. If the dealer does not wish to handle the goods, all he has to do is to return the form letter-invoice in an addressed envelope enclosed, in time to prevent shipment of the outfit.

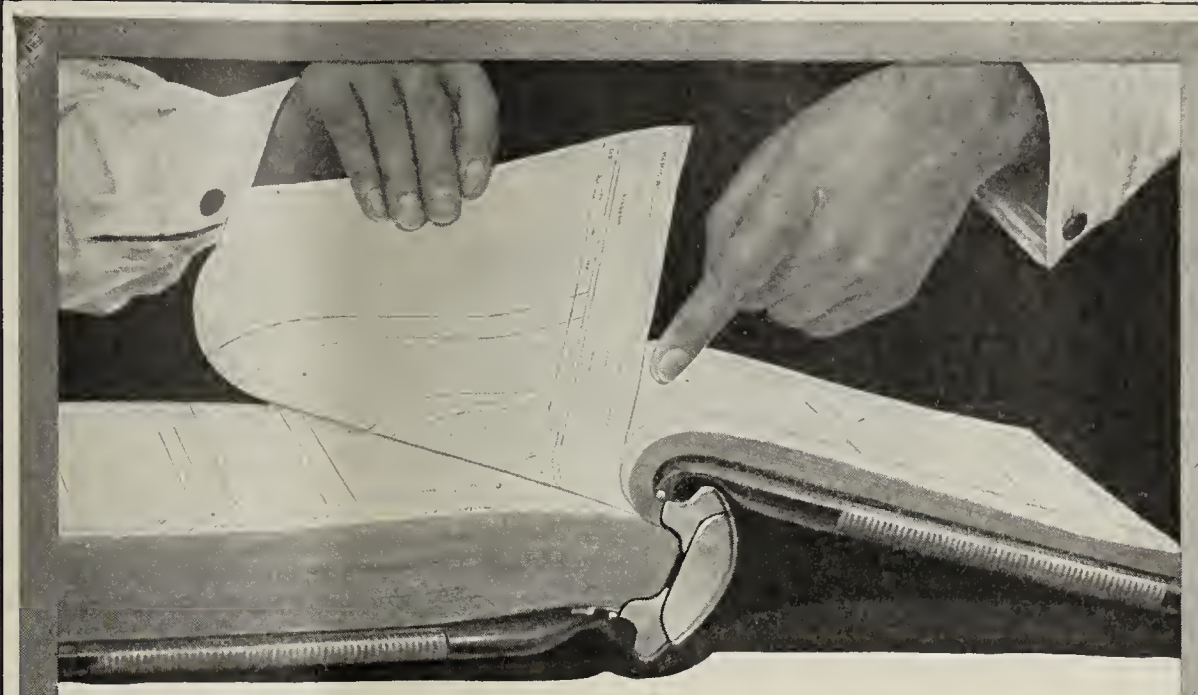
This plan effects a saving on return shipping charges on the goods in two ways; first, to wrong addresses, and second, to dealers who do not wish to accept the goods. Where returned goods formerly cost the manufacturer express charges of 25c each way, his expense now is only 1c for postage plus a little extra for cost of printing the form letter-invoice. Last year under the new plan this concern saved $7,500.

Simplifying Discount Deductions

THE TREASURER'S department of a large manufacturing concern in Chicago handles an average of a thousand vouchers a week. The question of passing upon discounts allowable to the company consumed considerable time and the treasurer sought for a quicker way to handle the discount question. To speed matters he placed into operation a system that takes the question of passing on discounts to which the company is entitled entirely out of the hands of the treasurer's department.

When invoices are ready for payment they are first sent to the purchasing department for approval. In O. K-ing invoices for payment, the purchasing agent impresses on each invoice a rubber stamp in which space is provided for notation that shows the terms of discount the company is entitled to. He then passes the invoices to the voucher clerk, who is guided solely by the purchasing department's stamp and entirely ignores the terms printed on the invoices.

The voucher checks alone go to the treas-



This Wonderfully Flexible Hinge Will Not Tear or Crack

The hinged section of Byron Weston Ledger Paper (for Loose Leaf Work) has 90% of the strength of the body of the sheet.

Yet so flexible is the Byron Weston Hinge as to assure a flat, solid writing surface from binder to outer edge of leaf.

No bulge or spring at binder as with unhinged paper. No corrugations, crimps or after treatments that cannot be written over and which thicken book at binding edge.

The hinged section of Byron Weston Ledger is sized and calendered on both sides and can be ruled, written on and erased as readily as rest of sheet.

Thus every inch of Byron Weston Hinged Ledger can be utilized which does away with the wasteful margins of other hinged papers. Less bulky and more compact ledgers are the result.

Byron Weston Hinge is processed into the paper while sheet is forming. The hinged section is really tougher than the strongest part of most loose leaf papers. It will not tear, crack or crumble or lose its stability.

Comes all ready to be ruled for loose leaf ledgers, thus eliminating the waiting and additional expense incidental to mechanically treated hinged leaf.

SEND FOR FREE SAMPLE BOOK

Office Men, Purchasing Agents and Stationers should send for our complete Sample Book K and sheet of our Hinged Paper for Loose Leaf Ledgers with directions for ordering.

BYRON WESTON COMPANY

DALTON ESTABLISHED 1864 MASS.

"THE PAPER VALLEY OF THE BERKSHIRES"



The Last Word in Check Protection

The SUN Check Writer is the only machine that produces writing that cannot be erased or altered in any way without detection.

It gives you check assurance without additional detail or labor.

Your checks may never have been raised, but the first one may cripple your business.

No business safe without a Sun Check Writer.

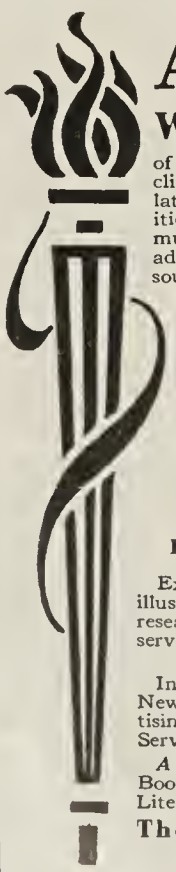
Send for Sample Check and information.

The SUN CHECK WRITER
315 BROADWAY, NEW YORK

This Magazine is printed with Ink made by
H. D. Roosen Company
78-84 Twentieth Street, Brooklyn, New York



$1.00 The G. R. PEN $1.00
Book-keepers!! This is what you have always wanted. A Ruling Pen, **guaranteed** non-leakable, for ruling books. One dip in the well good for 40 feet of red line.
The G. R. PEN CO., 500 F St., N W., WASH, D. C.



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We Have Millions

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A Noteworthy Feature: Artistic Booklets, Catalogs, General Exploitation Literature, Written, Illustrated, Published.

The Search-Light Library
450 Fourth Avenue, New York
(The White House, cor. 31st St.)

urer's department, with the discount slip attached. The cashier then calculates the amount of discount the company is entitled to deduct, guided solely by the "Discount Slip," shows the deduction of the "explanation" portion of the voucher, and fills in the check for the net amount.

Without this system in vogue, the original invoices to be paid would have to pass through the cashier's hands, for him to ascertain direct from them the discount due. This would not only waste time but would hinder his work and clog his office with unnecessary papers.

The first line on the Discount Slip is used where the discount due is on the entire amount of the voucher, whether one or more invoices are paid by it. The second line is used where discount is allowable only on a part of the total amount paid; for instance, where several invoices are covered by the voucher, some being net and others subject to a discount.

One Way to Avoid the "Rush" Hour

EVERY NIGHT in many offices there is a mad rush just before closing time. This means that some time during the day these very "rushers" have been loafing. It also means confusion, multiplicity of errors and carelessness in many directions. The correspondents all get busy and sign letters at the same time. The stenographers rush and hurry at the end of the day's work, the mail boys throw the letters around in their mad desire to get out. Letters are signed without careful reading, signatures are careless, and in a dozen different ways the firm suffers for this hurly burly. Recently an office manager made up his mind that this sort of thing costs money and that the final effort was 90 per cent waste. He established a rule that four times every day stenographers should deliver all of the letters they had written to the desks of correspondents. A certain hour was fixed for this. Thirty minutes after this hour, the mail boys were instructed to go to each correspondent and get his letters, fold and mail them at once. If a correspondent had no letters to hand to the boy it was because he had not followed the rule, and as a schedule was kept of the number of letters received on each collection from each correspondent it was easy to trace those who did not obey the rule. Within a very short time the rush at the end of the day disappeared. Everybody was busy during the day but no one hurried. The number of letters coming back for better directions, those placed in the wrong envelopes and all of the rest of the tribe of inexcusable but embarrassing mistakes were reduced to such a small percentage that an error caused comment. System in this little detail saved dollars and increased efficiency all along the line.

How to Handle the Employe Who Dissipates

ONE OF the big problems in the supervision of employes is that of controlling the good man who wastes a part of his possibilities in dissipation. The time is rapidly passing when a salesman has to buy business, so that this excuse no longer holds. A Milwaukee manager who has several hundred men under him is markedly successful in handling the "different" phases of man problems which day by day come up.

"Right supervision tends to keep the odd employe who dissipates his energy under control," says this manager. "But better than this is the counsel which leads an employe to center his control in himself. Control centered in self does away with the energy-waste of supervision while increasing the worker's initiative value. A very competent man who lately had come with us got to dissipating with an after-theater crowd in the city. Frank and fair was the manner with which I tried to approach the subject—not by the round-about method, but as man to man.

"'Jack,' I said, you're in for a good time with the X—— street bunch, I learn. Have a good time, the best you can buy from people who rob you. You won't be stopped by executive order. You won't be discriminated against, for that. But, bring X—— street here,—introduce the atmosphere of that locality in the office, and I've no need to tell you what that means. The one's *your* business—the other *our* business.'

"This word of counsel started the young man to thinking, and today he is one of our most dependable and efficient men,—and with no demerit charged against him, either."

File Savings

THE ORDINARY snap or spindle file has more uses than are commonly recorded. In one institution where a number of stenographers are employed, each stenographer is required to file on the snap or spindle file at her desk any sheets of paper or forms that she spoils in her work. This filing is done in such

a way as to allow salvage, if possible. For instance, in copying manuscript, if a mistake is made in the first or second line, the remainder of the page is left as good as ever. In this case the sheet is filed on one of the upper corners. This little method has two values. It tends to reduce the amount of paper spoiled or wasted through carelessness, and also affords the salvage, as the paper so saved, that would ordinarily be put in the waste basket, can be used in many cases for scraps or wrappers.

A similar file is used in one factory to indicate the status of ordered stock or supplies. When the supplies covered by an order are received, the order which has been filed on one spindle is taken off and filed on the other. As a consequence, the first file indicates, at any time, goods which have been ordered but which have not yet been received. The companion file is available as a reference, as it is possible to run over the orders very easily at any time, as they are filed on the corner so as to permit easy access and view. This method does away with the necessity for a more formidable file which takes time and may be somewhat cumbersome in its workings.

A Customers' Desk That Saves Stationery

THE WHITNEY Central National Bank of New Orleans has a customers' desk which well might be taken for a pattern by banks in other large—as well as smaller—cities. This desk, which is of the ordinary size and height, has a glass top piece serving as a place on which to write. Not only does this present a very attractive and cleanly appearance, but it makes it possible that the stationery be racked below in plain sight. It is not necessary to leave the deposit slips, customers' checks, statements, and the like, either piled on the desk-top or racked at the upper edge as in the ordinary desk, so being open to dust and exposure. The rack, just below the glass top piece, is divided into compartments, and in each of these compartments is a wooden tray, removable as desired to sort up or renew the necessary stationery. By use of the glass topped desk the customer is able to see below exactly the blank he wants and to select it from the number, leaving the rest protected from dust, wear and handling. Such a desk is held to save approximately one-tenth of the stationery bought for the use of customers, besides adding to the appearance of the bank lobby and the comfort of the patrons.

Try It 10 Days Free



HERE is the new model No. 24, FOX Typewriter.

You can try it in your own office or home for 10 days FREE.

This is the most liberal typewriter offer ever made.

It proves as nothing else can that the Fox is a better typewriter than the best of other makes. You can try it under your own conditions and learn what real typewriter satisfaction is.

You will be delighted with this new Fox. It represents a step forward in typewriter construction.

Some of the features of the new model No. 24 are: The tabulator, the two color ribbon device (which allows you to write in red or black) stencil cutter, back spacer; interchangeable carriages allowing the use of any width needed for special work. Standard carriage will hold paper 10½ inches wide, and has a double forward carriage release. The FOX Typewriter has the lightest touch of any typewriter built, makes almost no noise and is exceedingly durable.

We will let you try this new FOX at our expense. This offer has no strings. If the typewriter does not please you in every respect, you are not obligated to buy, not even to pay the express charges. This is the only means we have of proving the superiority of the Fox under your own conditions.

Read the coupon below and learn how to get this FOX—and remember, this is a **FREE TRIAL OFFER.**

FOX Model No. 24

Simply sign your name to the coupon and give us your address—a catalog will then be mailed you. From the catalog select the equipment wanted—style of type, width of carriage, color of ribbon, etc.—and a Fox Visible Typewriter will be sent you at once, **express charges prepaid,** on ten days free trial. After trial you can make a small cash payment and pay the balance monthly. Simple and easy, isn't it? And we mean every word of it, too.

Date.....19.....

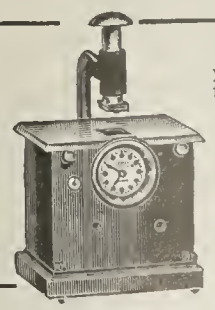
FOX TYPEWRITER CO.,
1509-1519 Front St., Grand Rapids, Mich.

DEAR SIRS: Please send me a copy of your catalog and write me prices and terms on the new Fox Visible Typewriter.

Name.....

Address.....

Business.....



Here is the one logical method of keeping an accurate account of when you received and when you sent out letters, orders, contracts, etc. It will avoid all disputes, as it records every minute of the day or night.

Follett's New Model Time Stamp 8 Day Wind

Absolutely automatic, requires no attention and is the only POSITIVELY ACCURATE register on the market. Write for full information and for our latest catalogue.

FOLLETT TIME RECORDING CO. 670 HUDSON STREET NEW YORK CITY

His Advertising Was Not Pulling

ONE morning he told me his troubles—it was just one long wail from Highland Park to Chicago. After I left him at the depot I promised to send around one our copy men to get a better line on his Advertising Ailment.

He reported that my friend the manufacturer had been going to the printers with a series of letters that generally started off with—"We take pleasure in enclosing herewith." Six of these ungingery efforts were being mailed out at deadly intervals—all on the same letterhead.

As a result of a campaign I recommended to him, that manufacturer has taken in $40,000 in the last two months. Six pieces were used, no two of them alike.

He doesn't ride down with me on the Commuter's special any more—he's dodging traffic policemen in a real self-starter.

Mine is an unique organization.

Mine is the only organization of direct advertising specialists who are competent and equipped to take care of every detail of a direct, order getting campaign for you. Tell me your Advertising Troubles and tell me what you think of the Panacca recommended. Two cent stamp bring sales if they carry the right kind of stuff.

"Putting Brains Into An Envelope" is the pat way of my subscribers put it. Doesn't that just about cover the whole definition of the difference between successful and weak direct advertising.

The man who wrote that and 4,999 others are subscribers to

LETTERS

The Magazine of Correspondence Salesmanship

That's a mighty helpful (so I've been told) little magazine that I get out every month. The cheerful optimists who read it say that every issue contains many boosting helps. Glad to send you a sample copy—but you've got to ask for it.

"Van And His Service," the most unique booklet you have ever seen, will also be sent you if your letter of request goes into detail regarding how **you** would like to build up sales by mail. Let me diagnose your case.

Van *Developer of Direct Sales*

Sherman Street at Polk
Chicago, Ill.

Lightning Addition

By Conrad H. F. Hundertmark

WHEN taking into consideration the advantages of the various systems of rapid addition it can be seen clearly that the three figure method has come to stay.

The idea and the principle of this three figure method is so simple that a child can grasp it without difficulty. It is merely this: the various combinations of any three figures from 1 to 9 have to be practiced and committed to memory until each one of these combinations can be readily taken as the total they represent. Of these combinations there are only 167 possible, and these again can be arranged in 9 classes so as to enable the student to commit them to memory with the least amount of work and study. The smallest combination possible is 1 plus 1 plus 1 making the total of 3, and the largest combination is 9 plus 9 plus 9 making a total of 27. Let us take all possible combinations and arrange them into their respective classes, calling the smallest numeral in each combination the key-figure of that combination. It will be easily seen that there must be 9 key-figures, hence we can arrange all these combinations in 9 classes.

Plate A,
Key-figure 1,
45 combinations.

```
1 1 1 1 1 1 1 1 1
1 1 1 1 1 1 1 1 1
1 2 3 4 5 6 7 8 9

1 1 1 1 1 1 1 1
2 2 2 2 2 2 2 2
2 3 4 5 6 7 8 9

1 1 1 1 1 1 1
3 3 3 3 3 3 3
3 4 5 6 7 8 9

1 1 1 1 1 1
4 4 4 4 4 4
4 5 6 7 8 9

1 1 1 1 1
5 5 5 5 5
5 6 7 8 9

1 1 1 1
6 6 6 6
6 7 8 9

1 1 1
7 7 7
7 8 9

1 1
8 8
8 9

1
9
9
```

Plate B,
Key-figure 2,
36 combinations.

```
2 2 2 2 2 2 2 2
2 2 2 2 2 2 2 2
2 3 4 5 6 7 8 9

2 2 2 2 2 2 2
3 3 3 3 3 3 3
3 4 5 6 7 8 9

2 2 2 2 2 2
4 4 4 4 4 4
4 5 6 7 8 9

2 2 2 2 2
5 5 5 5 5
5 6 7 8 9

2 2 2 2
6 6 6 6
6 7 8 9

2 2 2
7 7 7
7 8 9

2 2
8 8
8 9

2
9
9
```

Starting with 1 we will have the largest amount of combinations in this class as shown in plate A in the illustration which gives 45 combinations reading from 1 plus 1 plus 1 to 1 plus 9 plus 9.

Class B, key-figure 2, only contains 36 combinations reading from 2 plus 2 plus plus 2 to 2 plus 9 plus 9.

Plate C,
Key-figure 3,
28 combinations.

```
3 3 3 3 3 3 3
3 3 3 3 3 3 3
3 4 5 6 7 8 9

3 3 3 3 3 3
4 4 4 4 4 4
4 5 6 7 8 9

3 3 3 3 3
5 5 5 5 5
5 6 7 8 9

3 3 3 3
6 6 6 6
6 7 8 9

3 3 3
7 7 7
7 8 9

3 3
3 8
8 9

3
9
9
```

Plate D,
Key-figure 4,
21 combinations.

```
4 4 4 4 4 4
4 4 4 4 4 4
4 5 6 7 8 9

4 4 4 4 4
5 5 5 5 5
5 6 7 8 9

4 4 4 4
6 6 6 6
6 7 8 9

4 4 4
7 7 7
7 8 9

4 4
8 8
8 9

4
9
9
```

Plate E,
Key-figure 5,
15 combinations.

```
5 5 5 5 5
5 5 5 5 5
5 6 7 8 9

5 5 5 5
6 6 6 6
6 7 8 9

5 5 5
7 7 7
7 8 9

5 5
8 8
8 9

5
9
9
```

Plate F,
Key-figure 6,
10 combinations.

```
6 6 6 6
6 6 6 6
6 7 8 9

6 6 6
7 7 7
7 8 9

6 6
8 8
8 9

6
9
9
```

Plate G,
Key-figure 7,
6 combinations.

```
7 7 7
7 7 7
7 8 9

7 7
8 8
8 9

7
9
9
```

Plate H,
Key-figure 8,
3 combinations.

```
8 8
8 8
8 9

8
9
9
```

Plate I,
Key-figure 9,
1 combination.

```
9
9
9
```

Class C, key-fiure 3, contains 28 combinations, and so on down to Class I, key-figure 9, which only contains 1 combination, 9 plus 9 plus 9.

The 9 tables given herewith will be of great help to any student of this useful art of "Lightning Addition."

These plates could just as well be arranged starting with 9 as the key-figure of the first plate and working down to 1 with the same result; the author, however, found the above arrangement more logical and convenient. It matters not how the figures are arranged in any column.

The student should be so well acquainted with the different combinations that he can recognize them as their total value without hesitation, whether the key-figure be in the first, second, or third place.

To some it may seem a waste of time and energy to study the foregoing plates; but these few who still cling to this opposition will never be able to back away from the out-trodden path of their forerunners. Addition is recognized to be the most important fundamental operation in arithmetic, and speed in this one class alone will give increased speed in other branches also.

C.P.A. QUESTIONS *and* ANSWERS

By R. J. Bennett, C. P. A.

(From Pennsylvania Examination—November, 1911)

MR. A. B., desiring to incorporate his business, secures a charter under the laws of the Commonwealth of Pennsylvania on the 28th of December, 1910, the A. B. Company being organized for the purpose of manufacturing chemicals and for the sale of the products of such manufacture. The capital stock of the company consists of 3,000 shares, of the par value of $100 each, the subscribers being as follows:

A. B.	2996	shares
C. D.	1	share
E. F.	1	"
G. H.	1	"
J. K.	1	"
	3000	shares

A. B. advances from his own funds the minimum amount of cash required by law. The balance of the subscriptions is to be paid for in Formula, Trade Marks and Patents belonging to A. B. to the amount of $150,000, and a sufficient amount of the tangible assets of A. B.'s business, a Balance Sheet of which January 1st, 1911, is as follows:

ASSETS

Real Estate	$25,000	
Machinery	30,000	
Fixtures	15,600	$ 70,600
INVENTORIES		
Manufactured Product	$15,220	
Materials	28,650	
Coal	572	
Prepaid Insurance	1,856	46,298
Cash	$12,106	
Accounts Receivable	28,418	40,524
		$157,422

LIABILITIES

Bills Payable	$ 2,000	
Accounts Payable	3,143	5,143
Capital of A. B.		$152,279

(a) Prepare entries for opening the books of the A. B. Company. (b) Prepare appropriate entries for the books of A. B.

Lucidity and complete statement of all necessary particulars should have your consideration.

Answer and Comments

THE question consists entirely of the incorporation of a going business owned by A. B. He is to own practically all of the stock of the corporation, for which he turns over the tangible assets of the business. He also pays in a certain sum in cash and places a valuation of $150,000 upon his formulae, trade marks, and patents. All of these constitute full payment for the new company's stock.

I infer that the four additional subscriptions of $100 each are all paid for by A. B. as this is usually the case in a one-man corporation of this kind.

We are required to prepare the opening entries for the A. B. Company, and the adjusting entries for A. B. Note that the question does not say "closing" since there may be other than closing entries needed, or the books may not be closed at the time.

The journal entries on the new company's books may be arranged differently from the



What's Ahead of You?

It startles you when you think how slowly you're advancing in salary and position, considering how hard you have to work to hold your job.

But it's different if you have the ***special training*** that enables you to win a good position at work you ***like***—to earn ***more money,*** and to achieve still greater success. ***It's all a matter of right training.***

The International Correspondence Schools will bring the right training to you—no matter where you live, or what well-paid occupation you wish to follow. To learn ***how*** the I. C. S. can help you, mark and mail the attached coupon today. Marking the coupon costs nothing, and places you under no obligation. Do it NOW.

INTERNATIONAL CORRESPONDENCE SCHOOLS
Box 1076 SCRANTON, PA.
Explain, without further obligation on my part, how I can qualify for the position before which I mark X.

Electrical Engineer	Civil Service
Elec. Lighting Supt.	Bookkeeping
Telephone Expert	Stenography & Typewriting
Architect	Window Trimming
Building Contractor	Show Card Writing
Architectural Draftsman	Lettering and Sign Painting
Structural Engineer	Advertising
Concrete Construction	Commercial Illustrating
Mechan. Engineer	Industrial Designing
Mechanical Draftsman	Commercial Law
Civil Engineer	Teacher
Mine Superintendent	English Branches
Stationary Engineer	Poultry Farming
Plumbing & Steam Fitting	Agriculture Spanish
Gas Engines	Chemist French
Automobile Running	Salesman German

Name_____
Present Occupation_____
Street and No._____
City_____ State_____



PARKER'S HAIR BALSAM
Cleanses and beautifies the hair. Promotes a luxuriant growth. Never Fails to Restore Gray Hair to its Youthful Color. Prevents hair falling. 50c. and $1.00 at Druggists.

ACCOUNTANCY
C. P. A. Mail Course

THE demand for competent accountants was never so great as today, and men of ability will find public accounting a most pleasant and profitable profession to enter. Accountants make from $10 to $50 per day of not more than 8 hours.

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illustrations given with like results. This is true of the books of A. B. also.

The various steps in the incorporation of the company are not included since I am of the opinion that they are not expected.

Books of A. B. Company.

Journal Entries

Dec. 28, 1910.

1. Subscriptions $300,000.00
   To Capital Stock.... $300,000.00
   For the incorporation of the A. B. Company for which charter has this day been received. Authorized Capital 3,000 shares of $100 each, subscribed for as follows:
   A. B. takes 2996 shares
   C. D. " 1 share
   E. F. " 1 "
   G. H. " 1 "
   J. K. " 1 "
   Total ....3000 shares

2. Cash $30,000.00
   To Subscriptions ... $30,000.00
   For cash payment on account of subscriptions, 10% of the authorized capital as required by Pennsylvania laws.
   Bonus and charter fees advanced by A. B. are to be reimbursed later.

Jan. 1, 1911.

3. Real Estate $25,000.00
   Machinery 30,000.00
   Fixtures 15,600.00
   Formulae, trade marks and patents 150,000.00
   Manufactured product. 15,220.00
   Materials 28,650.00
   Coal 572.00
   Cash 4,958.00
   To Subscriptions.... $270,000.00
   Assets of A. B. turned over to the company this day being balance in full for the entire capital stock of the company. All tranfers authorized by the stockholders in general meeting, and executed by the directors. Minute book, page 24. Full paid stock issued for the entire capital, $300,000.

4. Incorporation Expenses. $1,052.50
   To Cash $1,052.50

Dec. 28, 1910

For reimbursement of A. B. for advances and expenses paid during the process of incorporation, as follows:

Bonus fee ⅓ of 1% of $300,000	$1,000.00
Charter fee..	30.00
Advertising application.	20.00
Recording in Philadelphia	2.50

5. Incorporation Expenses. 250.00
   To Cash 250.00
   For services of attorney and accountant incurred during incorporation, also incidentals, as follows:

Attorneys' fee	$100.00
Accountants' fee	100.00
Supplies	50.00

Balance Sheet, A. B. Company

Prepared by the Accountant after Organization of the Company and opening of the books January 1, 1911.

ASSETS

Real Estate	$25,000.00
Machinery	30.000.00
Fixtures	15,600.00
Formulae, Trade Marks and Patents	150,000.00
Manufactured Product	15,220.00
Materials	28,650.00
Coal	572.00
Cash	33,655.50
Incorporation Expenses ...	1,302.50
Total Assets	$300,000.00

LIABILITIES

Capital Stock $300,000.00

NOTE.—Since none of the liabilities of A. B. have been taken over, the company is composed entirely of assets as stated.

Books of A. B.

SINCE only tangible assets were turned over to the A. B. Company in payment of subscriptions, the accounts receivable and liabilities still remain on his private books and will so remain until liquidated. Prepaid insurance is not considered, but we have every reason to believe that the insurance will remain in force, though transferred to the company by A. B. out of his private funds at the time of making application for letters patent amounted to $30,000.00. This is true also of advances made out of his private funds for incorporation expenses, $1,052.50. On January 1,1911, his books show a cash balance of $12,106.00, out of which $4,958.00 was turned over to the new company along with other tangible assets. This left a cash balance of $7,148.00. Before closing the books or making the transfer of assets we increase his capital by $150,000 for formulae, trade marks and patents.

Journal Entries A. B.'s Books (First Method)
Jan. 1, 1911

Cash $30,000.00
   To A. B. Capital.... $30,000.00
For additional investment, cash paid Dec. 7, 1910, to treasurer of A. B. Company on account of subscription to capital stock.
A. B. Company..... $30,000.00
   To Cash $30,000.00
First payment of subscription to stock of the proposed A. B. Company.
Formulae, Trade Marks and Patents $150,000.00
   To A. B. Capital.... $150,000.00
For valuation placed upon above and turned over to A. B. Company in part payment of stock.
A. B. Company.....$270,000.00
   To Sundries $270,000.00

Real Estate	$25,000
Machinery	30,000
Fixtures	15,600
Formulae, etc.	150,000
Manufactured product	15,220
Materials	28,650
Coal	572
Cash	4,958

Assets turned over to the A. B. Company, being balance in full for stock subscription.

Stock of A. B. Company...$300,000.00
To A. B. Company.. $300,000.00

For 3000 shares of stock of the A. B. Company received today.

The private books of A. B. now stand as follows:

Balance Sheet of A. B., Jan. 1, 1911

After transfer of assets to A. B. Company

ASSETS

Cash		$ 7,148.00
A. B. Company Stock		300,000.00
Insurance prepaid		1,856.00
Accounts Receivable		28,418.00
		$337,422.00

LIABILITIES

Bills Payable		$ 2,000.00
Accounts Payable		3,143.00
Capital A. B.:		
Old Balance	$152,279.00	
Cash added	30,000.00	
Formulae, etc.	150,000.00	332,279.00
		$337,422.00

NOTE.—In case A. B. desires to maintain a set of private books, they would appear as above, until all personal accounts and notes were settled. By right the prepaid insurance should be closed into his capital account, since this prepaid charge is no longer a private asset but a benefit which the company now enjoys. This deduction will reduced his capital to $330,423.00. The remaining accounts can now be disposed of by collecting and paying personal accounts, and then by closing cash and investments into A. B.'s capital account.

Journal Entries of A. B. (Second Method)

This method omits from A. B.'s books the entries pertaining to his payment of $30,000 on Dec. 7, 1910, when application for charter was made, and the valuation of formulae, trade marks and patents.

1. A. B. Company.....$120,000.00
To Sundries $120,000.00

Real Estate	$25,000
Machinery	30,000
Fixtures	15,600
Mnfd. Product	15,220
Materials	28,650
Coal	572
Cash	4,958

For assets turned over to the A. B. Company, being balance of A. B.'s subscription to capital stock therein.

2. A. B. Capital account...$120,000.00
To A. B. Company.. $120,000.00

Stock of the A. B. Company has this day been delivered to A. B. The assets turned over, as above, in part payment of same are considered as a withdrawal and therefore charged to his capital account.

NOTE.—By right the $150,000 allowed for patents, etc., should be included on A. B.'s books, in which case they would be handled as suggested under the first method. The balance sheet of A. B. will now show a capital of $32,279 and will omit from the assets the $300,000 of A. B. Company stock. The reader could benefit by outlining the official steps required under the statutes of his own state.



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Catching the Job Lot Trade

(Continued from Page 122.)

Making a Surplus to Order

NEW YORK is the largest consumer of job-lots, especially in textiles. The city is filled with small manufacturers of all kinds, who are permitted so narrow a profit by the buyers from the big stores that they have to resort to job-lots to make a living. The demand for job-lots and seconds which they have created in turn reacts upon the jobbers and through them upon the manufacturer. It means a small profit for everyone concerned, but it often makes a very lively business in seconds and stocks held over from the former season. With the cloth manufacturer, the jobber and the suit manufacturer within a few doors of one another, profits are shaded down until they can hardly be seen, and the final result is an article placed on the market at a price which is hard to believe.

The buyers who go to New York from all parts of the country, but particularly those who are near at hand, stimulate the competition and induce manufacturers to meet their figures in return for large orders. One of these buyers, who is in charge of the suit department in a New York department store of some pretensions, has set up a cutter and a designer in business and keeps them busy manufacturing cheap imitations of the prevailing styles which he takes off their hands immediately. He is something in the nature of a consulting partner and gets his return in the low price at which he buys.

The designer spends half his time in the big stores committing to memory and copying the latest designs from Paris. He also makes regular visits to a dozen job-lot houses dealing in all kinds of textiles and knows the moment he sees a suit or a dress whether he can get a job-lot in the same material. When he can, he buys in the job-lot and sets the whole shop to work on the new design, working late into the night so that delivery can begin within a day or two. The workmanship, of course, does not compare with the original and the cloth is likely to be seconds, but the price is so far below that of the original that the offering is remarkable in consideration of its timeliness.

The dealers in job-lots are mostly in two or three of the biggest cities, but they consume the seconds and surplus stocks of manufacturers within several hundred miles. The seconds and surpluses from the New England mills are sold for the most part in New York and the business has grown to such proportions that it compares with the legitimate business. In some lines manufacturers who have no regular trade in New York dump their surplus stocks there. It makes the dealing in seconds and surplus stocks an important consideration and gives the sharp buyer a lever with which he can force down the prices of the regular goods. Otherwise, he can say, he will buy in a job-lot at a much lower figure and make that do.

It is the presence of the small manufacturer that makes this active job-lot trade possible. He has to make every small saving he can and buys seconds where a larger concern would not find it worth while.

A Plea for Honesty in Business

(Continued from Page 123.)

One man would not buy unnecessary things, even though we had them in stock; and when pay day arrived, he would show up at the cashier's window, often before going home, and pay every dollar he owed. The other man was likely to go off on a debauch, forget his obligations until he had spent a part or all he had earned. A firm which discounts its bills cannot allow its customers to neglect to pay for what they have bought, and then double the obligation on promises.

Nor did the honesty of the working man stop there. Many men who traded with us were also depositors in our bank. It was convenient and one business transaction led naturally to another. Some day some of those men, engaging in various enterprises of their own, would need a loan. The amount of their deposit was one factor, but their record for honesty always outweighed the cash balance.

As the years passed I came to learn, as every progressive business man of experience well knows, that the largest security a bank can have, other things being equal, is the personal integrity of the borrower.

I have seen loans made which aggregated large amounts, sometimes many thousands of dollars, to different men whose material security alone would not have entitled them to the money. I have seen two men, each with securities of nearly the same actual monetary value, apply for loans at almost the same time. One would have behind him the record for fair dealing and personal honesty. The other would fall short of the test in these respects. Even if the commercial appraisement of the security offered were equal to the cash desired, I do not

recall an instance where the honest man failed to get the money, if the bank was loaning. But I remember many times when collateral, otherwise "gilt-edged," was not deemed "a good loan" because of some circumstance which impaired confidence of the discount committee in the individual applying for it.

Business men, therefore, whether they recognize the fact or not, have come to regard individual honesty as the keystone of the arch of business success. For personal honesty is an expression of the life of the man—not something which he can put on and off like a mask. It is not alone a certificate of his commercial worth, it is also a self-evident guarantee of right habits of life. A man will not be personally honest and defective in other standards, commercial or ethical. He will not be the soul of honor in business life, small transactions and great ones, and be "a rounder." He could not be "a rounder" *and be honest with himself.* Nor could he be *dishonest* with himself and be *honest* with others.

The asset of personal honesty does not stop with mere business relationship. The political life of our country is clamoring for readjustment. What is the cry? For "a business administration." Why? Because much of the so-called "graft" is not deliberate dishonesty—the great wastes in conduct of civic, county, state and national affairs are due to lax methods, pay-rolls carrying men who are unnecessary or inefficient, and appropriations for needed improvements which are not administered on the lines of strict business economy.

It is, therefore, inevitable that personal honesty should first reflect itself in commercial life; and then re-reflect itself in the political life of the country. The word "political" so far as it relates to administration of civic affairs—the receipt and disbursement of moneys for civic needs—is a misnomer.

What we call "a political condition" is often simply the *public business* of the whole people—of a city, county, state or nation.

In the past the administration of the business life of the community has been in the hands of politicians, and not of business men. Business men in private life have been too busy with their individual problems to seek offices where the pay is not in proportion to the effort.

But, as the personal dishonesty of public business, or the personal inefficiency of men in charge of public business was reflected in the tax receipts of the citizens and in the lack of civic necessities, the people began to see that after all *right principles of business life* brought certain results; and that

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ON PAGE 148.



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those results might be achieved in so-called "political" life only by a business-like administration of affairs."

So, in every community of this wonderfully resourceful country of ours, men are looking around for managers for the *public business.* Nor do they look for the man with the large accumulations of money alone. They seek the man who has an untarnished record for *honesty,* for ability, for the capacity to formulate a definite plan, and to select lieutenants who will not only carry out his general instructions, but each with *honesty* and initiative enough to personally control the various sub-divisions.

Can anyone point to any conspicuous business success in America which has not been the result of just some such policy of this—no matter what line of endeavor it follows?

Is there one community of America today where any man *known* to be dishonest could successfully aspire to any public office within the gift of the people?

Is there any business enterprise, no matter what line, which is achieving the largest success possible to it under the existing conditions, in which lies, deception and general dishonesty are the governing policy?

The call of business opportunity was never louder than today. Every great enterprise, in which millions of dollars are often invested, is declaring that its largest asset is "good-will" and "public confidence." The good-will of any man depends upon honest treatment. A man may admire the clever manner in which he is defrauded, but he feels no affection for the individual who accomplishes it. Public confidence cannot be built upon individual distrust, because the public is an aggregate of individuals. That is why, in my opinion, the foundation of all business success must begin with *individual honesty.* As business corporations are merely legal fictions, really made up of men of force, character and ability, individual honesty begets corporate honesty.

You may analyze the business situation from any angle, you may start with any hypothesis, you may travel any road—but you will inevitably find yourself back at the starting point of individual honesty as the foundation on which you must build any business edifice.

"To thine own self be true; thou canst not then be false to any man."

Geo. M. P. Hench

How Standardized Selling Outplayed Guess Work

(Continued from page 127)

"Study of the customer? None, most unqualifiedly none," was the answer. "I want to meet my man free of all impressions. I want to size him up intuitively as I shake his hand. You can't draw right deductions of your man until you meet him face to face. Trust it to me, I can get off my train, go to my man direct from the depot and by the time I shake hands with him I know all I want to know about him. Then I proceed to sell him, that's all!"

"Mr. Comfort," queried Burgess, "when you made your record sale at Detroit, you spent two days there before you approached a prospect. Will you kindly tell the boys what you did, if anything, to get ready for the big sale?"

"Studied the game," said Comfort, glad of the opportunity to speak. "Why, that bunch of buyers had more eccentricities than a table-full of freaks at an actors' boarding house. I laid low and studied the buyers,"—and he went on, telling the still hunt he had to make while others were even then urging their lines.

"Holbrook," said Burgess, "how did you sell 'Frisco; did you do any preparation in the pre-approach?"

Holbrook looked at MacDonald apologetically before replying, for he hated to be the second to answer against his exposition of methods. Finally he said, "Well, what troubled me most there were ratings; I did spend considerable time trying to determine my prospects' ratings before I tried to sell them."

"Then you used—both you and Comfort—methods such as are laid down in a good selling manual?"

The men were beginning to enjoy the situation; it was not so one-sided after all. MacDonald was not going to find it all easy sailing in his attempt to down the "new boss."

The former had the advantage of knowing intimately each man in council; he quickly called upon several to back him up in his assumption, that there was no use for studying the prospect before an approach, and that book methods were unnecessary to an experienced man. Several of the men held with him, but marked lines of cleavage began to show.

Then, shifting his strategy, Burgess brought out each man's method in making the sale, how he made an approach, what points he selected for demonstration, how and when he pushed for his close. These methods, before them all, that they might see the machinery in the making, Burgess

shaped up—unified—standardized as the basis for a complete set of methods. He wanted the men to see that the methods to be exploited in the new manual to be issued were their own—the actual working plans which they were using—plans which they themselves in many cases had evolved and which he had only unified for their use.

It was no easy matter to get the men to give this information even as subsequent meetings were called; they had used their pet plans and methods which they considered original and were not disposed to hand these over for the good of their fellows on the force. But gradually the men began to see that many of their carefully concealed plans were being used by other salesmen, and toward the close of the councils began to talk more freely, their methods being taken verbatim as part of the text for the manual.

At the last session, the salesmen were surprised to find that the book-making had been rushed through and that the report of their councils, unified into a selling manual, was—still inky from the press—placed in their hands.

The next day—a tribute from the unvanquished MacDonald, four of the manuals were mailed back to Burgess, evidently unread. The "fighting seven" took this means of facetiously informing Burgess that old methods were good enough for them.

III.

MACDONALD'S manner betrayed neither surprise nor resentment as he met Burgess per company orders, out in the territory a week later. Crescent, an old town for MacDonald, was the meeting point. This had been selected as a try-out town as the once nominal sales had dwindled greatly, owing, it was reported, to the price-cutting raids of competition. It was a good town for the test, for MacDonald had gotten business there for years past on the strength of his acquaintanceship.

Burgess spoke in general terms as the two started to walk to the nearby hotel. Once they seated themselves on the veranda, their cigars between their teeth, Burgess turned his chair-back against the wall and looked MacDonald square in the face. "Mac," he commented, "this is a game that is open and above board. I am here to do you good, not to antagonize you, nor make you trouble. I know how you feel as well as if you had told me in the fullest detail. I was on the road myself when new methods came in, and I well remember just what my feelings were at the time.

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would brighten up his store—get him a better class of custom—and all that, *if he would only put your line in.* But he is afraid to make the change. Now, that's right where you stand. You fear to order—hate to put in a new stock of ideas. Very well; what do you do when you're trying to sell a man's who's afraid to order? You make him a refund proposition. You say to him, 'If these goods do not come up to the mark—if my line doesn't stand up under the severest tests, then I'll refund your money.' That's what you say—and it's a fair proposition, isn't it?"

MacDonald nodded assent in spite of himself; he had used that argument too often not to recognize its fairness when quoted back to him.

"Here is this town, MacDonald, that you've been selling for ten or fifteen years. I am an entire stranger here; don't know a soul. If you are willing to use the methods that men who are better salesmen than you or I use, you will sell twice as many goods. You can't help it; it proves."

"You are taking no risk when you do as I recommend. You are well acquainted here and you've a sure hold on the accounts you now have. You won't lose your business, no matter what new methods you try. It's up to you to try out in the field what you opposed at the home office—if only for your own satisfaction. Try right methods as a refund proposition; and if the new way doesn't win, then go back to the old."

Here was persuasion—salesman's persuasion, and fairness—business fairness.

MacDonald leaned back and thought hard. Either Burgess was absolutely sure of his ground or he was running a colossal bluff. Well, he would do as Burgess suggested. If it failed, he was well rid of Burgess. If it won—well, a winner can always consistently ask for more pay.

IV.

ACTION began in the now famed try-out campaign when Burgess and MacDonald put their heads together and began figuring on the amount of business that the company ought to get out of Crescent. MacDonald figured the number of inhabitants in the town; the number that the town supplied; the competition that the company had, and then vouchsafed as a result of his figures, "Why, I don't believe that we are getting one-third of the business that we ought to out of this town. There must be easily $80,000 of our line of goods distributed here every year, and we get only $18,000 of it. We ought to have one-half—$40,000 at least—every year."

He hastily wrote down the names of the different dealers, with the total amounts each were probably buying—something he had never done before—and apportioned the amounts that each should buy from his company. Then mentally he began to check up the arguments for convincing each of the different buyers.

First upon the list was Smith. "Smith will never buy unless we talk improved quality. He is a crank on quality; wants better goods every time I call. Let's get together a bunch of these quality arguments,"—MacDonald was ordering Burgess now—"before I descend on Smith." So after this fashion they went over the entire list of prospects, determining the selling points to be used on each. Then together they went out, MacDonald chock full of enthusiasm, and loaded to the guards with talking points.

Burgess noted carefully both the store and the man at Smith's and from the former drew the deduction that the dealer knew how to sell. From his manner, before meeting the man, it was evident that he was not only after value received, but he was one of those men who when buying want to impress the salesman with the great favor that is being done.

When they began to talk the line Burgess said at first opportunity, "Mr. Smith, I am interested in your objections to the line. Suppose when you think of an objection that you allow me to put it down in writing, until I have a full list of your objections. We can then take them all up together, so summarizing the changes you would like made."

Smith looked up surprised at this plan of getting the apparent clash on paper and his flow of trivial objections was for the moment stopped. Finally they simmered down to six, then to two unimportant points. These answered at length, the sale was made.

MacDonald scratched the first prospect off the list as they left the place. "Good omen," he said; "doubled that man's buying quota. Now for the rest."

"Why do your customers lead out and tell you what they want on the start?" Burgess asked after several calls had been made.

"Why, they know me so well and are so familiar with the line, that they save their orders till I come around. They generally have their minds pretty well made up, and when I come in they order. I've had 'em tell me just what they want before I got through shaking hands."

"Suppose, then, that you start your sale this time with an enthusiastic talk on one of our new specialties. Before this customer we are now going to see gets a chance to inquire after your health, suppose

you lead out on our 'E. B.' special, this being something new with which he is not familiar. Let him see that he does not know the line as well as he thought."

MacDonald complied. When the customer said, "I've got a list of goods made up," MacDonald was quick to interrupt him with, "But you've not seen our 'E. B.' special,"—and soon they were deep in the discussion of the newest thing in the line.

After taking a big order, MacDonald said, "I have always considered the house rule to push the specials as mere home office theory before. I have always prided myself on selling from stock samples rather than using specials as interest-getters, but custom must, I judge, give way to the method that gets the order."

But it was not until the heavy buyer of the city was called upon that surety began to show. The Crescent Department Store, backed by a local banker and managed by one of the shrewdest merchandisers in the city, was in the market for a large order.

Burgess handled this sale himself, figuring for the buyers an assortment that would net the store eighteen hundred dollars on a three-fourths sale, leaving as left-overs a stock which could be graded up or sold by means of specials and counter sales. Not a word was said about quality; that was assumed. Profit alone was the lever that was used.

After this individual manner the Crescent list was gone over until the footings showed that the quota set for the town was exceeded by eight thousand dollars.

V.

BURGESS was about to board his train; he was leaving MacDonald enthusiastic, alert and loyal to new methods. As the baggageman was lifting the last trunk into the car, MacDonald exclaimed, in striking contrast to his welcome of the morning:

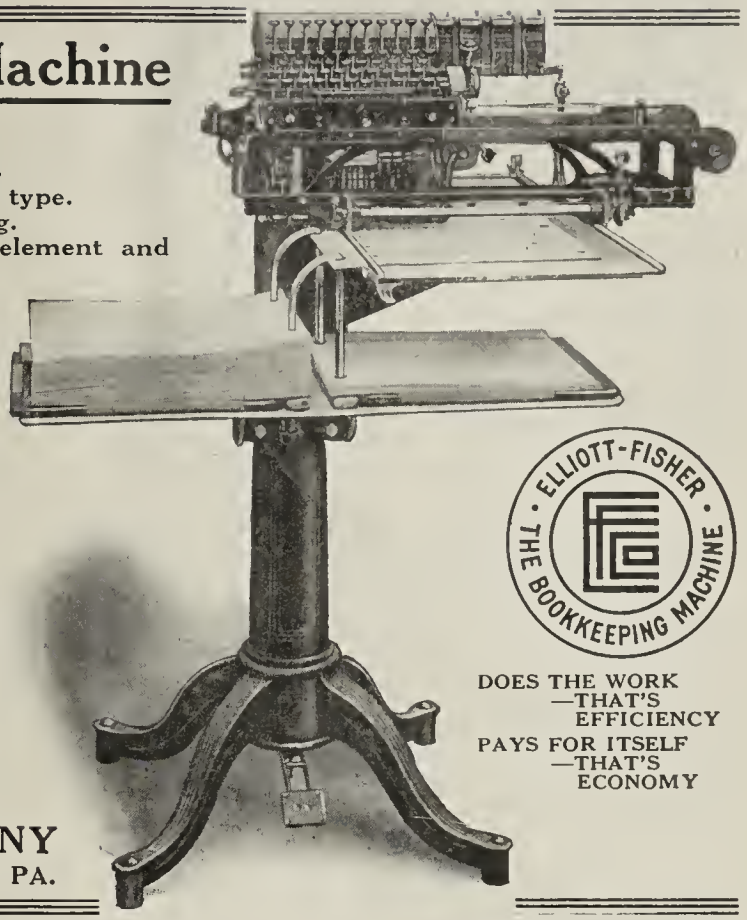
"Say, old man, this new dope is all right. I thought I held these men's trade because I knew them and because I was a good fellow, but I have been closing with them this time because I have practiced salesmanship methods. And to think that you had to come out here and tell me by word of mouth—hammer into me—the self-same points that you expounded at our meeting, and that you put in the manual for us boys on the road to profit by.

"But I'll play even, all right. I'll get in touch with the boys I saw at council and give them my experience and let them know of my change of heart—what you enabled me to do in Crescent, and what I'm going to do in the rest of my territory. Any methods that can over-sell a quota are good enough for me, even if I have sold goods for twenty years."

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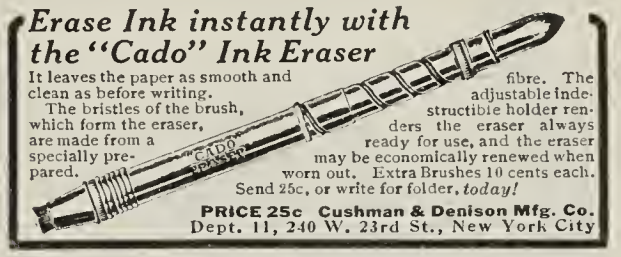
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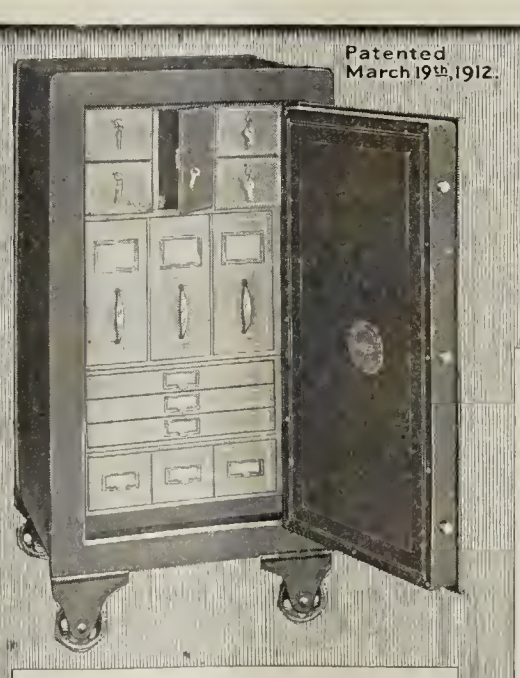
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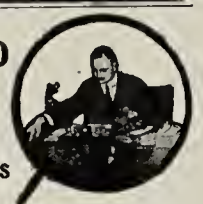
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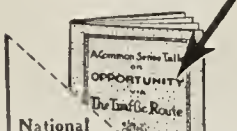
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The Fight Against Industrial Disease

(Continued from Page 118.)

We had a skilled oculist come in here and investigate the cause of so much eye-strain and headaches among the girls. 'The trouble is with those electric lights,' he said after a brief investigation. 'They are too nearly on a level with the girls' eyes. Put them five feet above their heads and see that the light is well diffused and that it casts no shadows on the work.' We did that. It cost money, but the headaches are a thing of the past."

Reducing Mortality Among Hat Workers

"HATTER'S shakes," a palsied condition of the body due to mercurial poisoning, was very prevalent in this country up to the past year or two. The disease is still found in felt hat factories, here and there, but modern science is fighting it successfully in most of the big shops where felt hats are made. Mercury is used in treating the fur of which the felt is chiefly composed and the inhalation and absorption of the poison have been sources of devastating disease among hat workers. In Newark, N. J., and in Danbury, Conn., many cases of consumption have been reported as resulting from the inhalation of small particles of fur by hat-makers. Of 500 hatters in Danbury sixteen died of consumption in three years. The comparative mortality of hatters in this country has been as high as 84 per cent above the average of "occupied males," but it is now being greatly decreased. The owners of two hat factories in Brooklyn and one large one in New York brought science to bear upon hygienic conditions in their plants to such an extent as to render them above criticism. Sweeping has been superseded by suction cleaning, respirators and rubber gloves are used by workmen, everything possible is done to eliminate steam, dust, and mercury and acid fumes, good drinking water and ample washing facilities have been provided and regular medical inspection of the employes is insisted upon. There is, however, only one state in the Union—Illinois—where trades in which mercury and other poisonous materials are used are regulated by state laws, but such legislation, as well as that providing for sanitary regulations for all trades, is being urged in New York, New Jersey, Pennsylvania and several other states.

Fighting the Ravages of Poison in the Steel and White Lead Works

CARBON monoxide poisoning in steel and other industries has been a fruitful cause of disease. Dr. Walter S. Haines examined 240 of the 20,000 steel workers in Illinois last year and found very few of them in good physical condition. "Gassing," as it is called, seldom results fatally, but it produces marked debility. Steel companies in Illinois are now required to ventilate their shops properly and to post warnings to employes against dangers from gas. The Illinois Steel Company has built a hospital within its grounds at South Chicago where prompt attention to poisoned employes is given. In two other steel works emergency dispensaries and oxygen tanks are provided for the relief of affected employes. It is officially reported, however, that these latter measures are not so much needed as formerly, as the improvement of sanitary conditions in the shops themselves have resulted in a great decrease in the number of cases of gas poisoning. Hundreds of thousands of dollars have been spent for the physical welfare of the steel workers, but not an employer is to be found who will not admit that it pays to invest money in this manner.

The acute colic, anemia, terrible emaciation and palsy so common among white lead workers are being fought by science in an effective way in this country though not generally, as in England, where the law prohibits the dry process of white lead making found in most American factories. White lead is very poisonous and it is easily absorbed by the human system. It enters the body chiefly through the mouth to which it is carried with food or tobacco by dirty hands or is breathed in with the air. The disease it sets up is terrible in its ravages. Of 358 specific cases in the sixteen months ending April 30, 1911, sixteen resulted in death and in many of the others the victims are palsied wrecks—and this in a group of factories employing only 1500 men.

The National White Lead Company, which controls over two-thirds of the trade, has lately determined to stamp out white lead poisoning, wherever possible, in its plants.

"Tell me what is needed to eliminate the dangers of this disease to our employes," demanded the company's president of a scientific expert whom he had

called in to help him in his philanthropic work.

"Cleanliness is the first thing," replied the expert. "Give the men all the soap and water and shower baths they can use, make them change their clothes when they go into the factory and when they come out of it. Keep down the dust by sprinkling. Provide lunch rooms for them so they will not have to eat in the work rooms and require each man working about the stacks or in the packing rooms to wear a respirator."

"That's going to cost a lot of money," said the president, "but we'll do it."

Thirty-three shower baths, twenty-four for the white and nine for the colored employes, were at once installed in one of the largest factories. Long porcelain-lined sinks and individual white-enameled wash basins, with individual soap, towel and nail brushes were also included in the lavatory outfit. A double clothes locker for each man in which were separately hung his street and shop dress was provided. Overalls and a canvas cap were given to each employe. There is also a laundry for washing working clothes and a kitchen and lunch room. Respirators are provided and their use is insisted upon.

The results of these extensive additions to the cost of white lead making has been shown not only in the improved health of the employes but in the increased output of the factories. It doesn't pay to run a disease-breeding shop, for sickly, slow-plodding men are hardly worth their salt as compared with healthy, active ones.

Minor Ills That Are Due to Disappear

IN THE Paris green factories the light, fluffy and extremely poisonous powder is hard to control. Where it settles on the skin, ulcers are apt to result. If it is breathed into the mucous membrane of the mouth and nose still severer ulceration takes place and there are also intestinal and nervous disturbances. Formerly men worked in rooms where the poisonous dust of Paris green, or arsenite of copper, was so thick that it coated the walls a vivid green, but now in well-regulated factories the dust is kept down by constant flushing and the filling of the kegs is done under glass, with canvas flaps, and a strong exhaust is employed. The men are supplied with overalls, gloves and boots and the overalls are washed for them. They are also made to wash and bathe regularly and ointment is supplied for the face and nostrils to prevent ulceration. In other words the one-big-family idea is carried out as far as possible.

"Brass-makers' shakes," a distinct and acute form of ague resulting from exposure to the fumes which arise from melted or fused brass, attack about seventy per cent of the workers who make or handle that metal. The finishing processes in brass manufacture, such as grinding, burnishing and polishing, often result in tuberculosis, bronchitis and catarrh. In England Sir Thomas Oliver found that only ten brass workers out of twelve hundred in Birmingham lived beyond sixty years, and it is probable that a similar ratio holds good in this country. Good ventilation works wonders in the brass trade as in others, and this is being introduced into many of the larger foundries and shops.

The use of respirators and of wet instead of dry processes has been found to work well in glass-cutting and stone-cutting and in tool-sharpening shops.

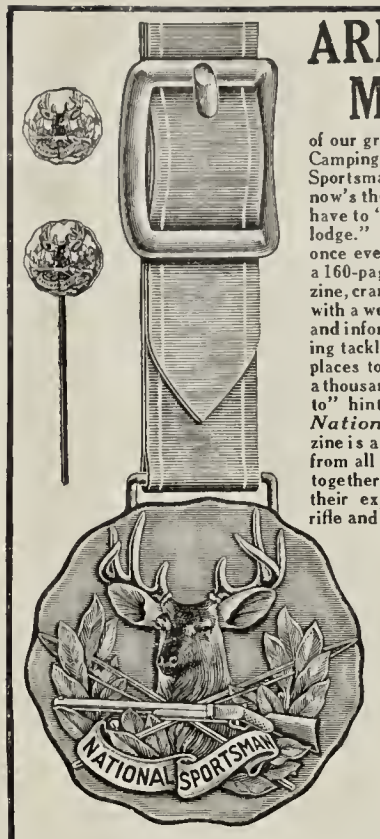
The Struggle Against the Worst Disease of All

ONE cause of great satisfaction to anyone who investigates the manner in which the warfare is being waged by science upon occupational diseases is the fight that is being made against that old-time tradition among workmen that alcohol is an antidote for such ills.

"If you drink whiskey enough you won't get the shakes," the sophisticated hatter or brass-maker, or white-lead handler tells the new-comer to his trade.

To point out the absolute fallacy of this idea, together with others such as tobacco chewing and smoking, is a part of the scientific expert's work of education, and it is having a splendid effect upon the health and morals of the toilers.

On the whole, no better work is now being done in this country than the voluntary efforts of some of the manufacturers to improve the physique and the morals of their employes. To be sure there are many employers who have yet to learn the lesson that cleanliness and good ventilation are among the best assets of a manufacturing concern, but before long these will all swing into the ranks of those who are warring against occupational diseases. So that the bright day is surely coming when the "dangerous trades" will be made as safe as science can make them. This, let me assure you, argues well for the better relation of employer and employed. And it is a pleasure to the idealist to see that the one-big-family idea in shop, mill and factory is growing every day.



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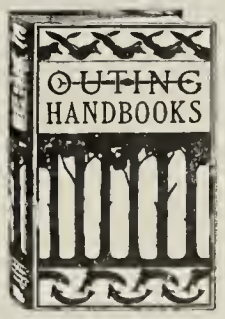
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From Credit to Cash

(Continued from Page 120.)

Here is a point I want to emphasize, and I think it is also responsible for a great measure of the success I attained with the cash system. I advertised the change—made a business asset of it, and showed that I was enthusiastic about it as a system that was not only better for me, but better for the public. I have seen other merchants make the change before and since who have acted as though they were ashamed of it and kept it in the background while I made it my feature. To carry this idea to the limit I changed the title of the firm to The Spot Cash Store.

When the store swung open its doors under the new name and the new regime I made a strong point of the lower prices I had promised. I had made a careful estimate of how much I could shade the price for cash payment, and so far as possible every article on the shelves was marked with the old and the new price. Then I had three or four rousing cash leaders with big piles of these goods in the windows.

The first day, thanks to the special features and the free refreshments, I registered the largest total cash sales of any day in my five years' retail experience. The new system had gotten away with a rush and I was much encouraged.

But the next month or two was hard sledding. Many of my old credit customers refused to stay with me and sales were gradually falling farther and farther below the old record. Still I stuck and kept up my missionary work. I had one clerk who was full of good ideas for special sales and we ran a lot of them with different angles and appeals. Then we began featuring a cut price on some one article every Saturday, which was our best trading day. We advertised more than had been our custom, and kept hammering away on the benefits to the public of the cash system and featuring our lower prices.

Little by little the trade came back, not all of it, but enough to assure the success of the cash standard, and we began to add many of the customers who had previously traded for cash at the other stores.

There are always a great many cash customers in every town—customers who never make use of the credit accommodations that are offered them, who pride themselves on paying cash and asking favors of no one. It is natural that these people would favor a store that lined up with their own policy. We got more of them every day.

Then there is another type of customer that is ours exclusively. That is the man who has gotten in to the limit at every credit establishment in town, who either can't pay or won't pay and is ashamed to face the men he owes, so he comes with his cash where no such cloud confronts him. And these types added to our original cash clientele soon put our sales well up to the old standard.

Our first year was a few thousand behind the credit year preceding, but that didn't warp my faith in the new system, for never had the business been in as good shape financially. I had cleaned up quite a lot of our outstanding accounts and the fact that I wasn't making any new ones gave me that surplus to work on. The fact that I was doing a strictly cash business gave my wholesalers more confidence in me and they were far less hasty in calling for settlements.

Summing Up—After Three Years

SOME of the advantages of the cash system are obvious, but I want to point out one or two that strike me with particular force.

The variable element is thrown out and it is possible to know to a penny where you stand every night when you close up shop. All your assets are tangible and unvarying. You do less work to get the same money. I was invariably surprised to find out, after a seemingly quiet day, how much cash we had taken in, the difference being in the fact that previously we had done half of our work for stuff that had gone on the books and so of course the figures were no larger on the cash register.

You are able to discount bills, pick up cash bargains, and gain the increased confidence of the wholesaler. But best of all I was relieved of a worry that had been with me since the starting of the business, and it was surprising how much more zest I had left to put into sales promotion work and business building in general.

Today, three years after making the change, I am discounting all of my bills and doing the biggest business of my career. The notes have been cleaned up, and I am spoken of by traveling men in my territory as "the man who changed to a cash system and got away with it."

"But," said a friend to whom I was telling my experience, "the majority of retailers will nevertheless continue to do business the old way."

"Granted," I replied—"but I want to give you a tip that there's a wonderful opportunity for at least one man in each town to capitalize the 'cash' idea and win increased business at the same time he cuts down risk and worry, but he must get behind it with enthusiasm and stick unswervingly to the 'No Credit' policy."

The CLEARING HOUSE

A Department of Business Ideas, Information and Discussion as Presented in Other Magazines

Has the Tariff Made Good?

THAT it has not is the opinion of Albert G. Robinson, writing in the Review of Reviews. The fact must be faced, he adds, that the achievements of the board have not met the expectations and the hopes of its friends and supporters. But it should be clearly understood that its shortcomings are not chargeable to the board itself. It was given a foolish and impossible task. Its work was set forth in a plank in the party platform of 1908, in a declaration that "in all tariff legislation the true principle of protection is best maintained by the imposition of such duties as will equal the difference between the cost of production at home and abroad, together with a reasonable profit to American industries." To the Tariff Board was assigned the work of ascertaining costs of production in this and in other lands. It was thus started on a false trail and, as some of us foresaw and predicted, landed in a jungle of figures of little value for the purpose for which they were gathered.

The reports of the board have been accorded a somewhat perfunctory approval by its friends and have been repudiated and ridiculed by the majority party in the House. The theory of that platform plank is superficially pleasing, but it is fundamentally unsound and economically impossible. Although this assertion is not supported by direct statement in the reports of the board, the evidence and even the proof of its accuracy runs through all their pages. Neither in this nor in any other country is there fixity or uniformity in what is commonly known as "cost of production." In no branch of industry is this as sharply emphasized as it is in the lines on which society must depend for food and clothing.

Differenees in Cost of Produetion

CAREFUL investigation by the Department of Agriculture has resulted in reports showing the cost of producing potatoes in the North Atlantic States as 28.1 cents a bushel, and in the North Central States, east of the Mississippi River, as 21.4 cents. These were the figures for 1909. Had a similar investigation been made last year, the cost would have been found to be much greater. The same authority reports the cost of producing corn, in 1909, in the South Atlantic States as 56.1 cents a bushel, and in the North Central States west of the Mississippi as 31 cents. The department also reports the cost of producing wheat, in the same year, as 84 cents in Pennsylvania, 79 cents in Ohio, 64 cents in Illinois, 55 cents in Nebraska, and 54 cents in California.

The fact is that only an inconsiderable number of our agriculturists and stock-raisers have even a remote idea of the cost of their products. The market prices of those products are regulated by conditions over which they have no control. The price obtained by the Minnesota wheat grower may be determined by the output of Argentina, and the price obtained by the Louisiana sugar grower is practically regulated by the beet-sugar crop in Europe. In its report, the Tariff Board shows the production cost of wool in Idaho as 17.3 cents, in Montana as 13.8 cents, and in Colorado as 8.7 cents.

A report of the Bureau of Corporations shows that the average cost of steel rails in 1905 was $21.30 a ton, and that the average cost in 1903 was $23.78. These figures include more than 93 per cent of the entire rail output of the country. The same bureau states that the lowest average cost of production shown by any one concern for total output in five years was $20.74, and the highest average for any one concern in that time was $26.61.

In this way it would be easily possible to go through a great majority, practically all, of the producing concerns in the country and show more or less marked differences in production costs of corresponding commodities in different mills, in different localities, at different times. The same conditions exist in all countries. The cost of steel rails differs in the mills of England. The cost of corresponding silk fabrics differs in the mills of France. The cost of chemical products differs in Germany as does the cost of olive oil and macaroni in Italy. A more uncertain and unstable basis for tariff adjustment could hardly be conceived. As clearly shown by Professor Taussig, if difference in cost of production is used as the measure of protection, the interest of American producers is to show costs as high as possible.

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(Continued)

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What Does the Tariff Really Do?

THE imperative need is not an elaborate and costly investigation of widely differing and frequently changing costs of production, but an intelligent, impartial, and fearless analysis of the tariff itself, its actual influence on industries and its actual effect on commodity prices. The producers of those commodities believe that they are financially benefited by the tariff on corn, eggs, butter, lard and bacon, and the consumers believe that because of the tariff they must pay advanced prices. Much would be done if, through some responsible official channel, the people of the country could be told the truth about these and scores of other commodities now included in the various schedules, and could be fully assured that it is the truth. From nowhere in the wide world could there possibly come enough of any of the above-mentioned articles to supply this country for a single meal, or enough to affect prices by the smallest fraction of a cent.

By one group, the producers of these commodities have been politically humbugged into a conviction of price benefit, and, by another group, consumers have been politically flimflammed into a conviction of higher prices due to tariff rates. The notion is widespread and deeply rooted in many minds that somewhere outside our boundaries there exist unlimited quantities of every known substance needed or desired by the American people, and that the tariff schedules are the only barrier against an influx of those commodities at prices materially below the cost of producing similar goods and articles here.

For a half-century we have taken the tariff question so seriously that we have been deaf and blind to its multitude of absurdities and to the rank humbuggery that permeates it. The absurdities and humbuggery have no serious economic results. Nothing goes into the farmer's pocket, and nothing goes out of the consumer's pocket, by reason of the tariff on corn. Nothing whatever would be changed if the present tariff rate of 15 cents a bushel were increased to $15 or dropped to one-fifteenth of a cent. The need of a board or a commission to study, intelligently and free from any political bias, the tariff itself in its relation to productive industry and commodity prices lies in the many known and more suspected absurdities of this kind.

The consideration most needed is an impossibility for the Congress. The adjustment of rates by a commission is impossible. The nation needs the revenue now derived through the customs. There are industries that need and may reasonably be afforded protection. There are industries that require only a part of the protection now given them, and there are others that need no protection. The political interests of legislators and parties clearly make impossible any adjustment of tariff rates along exclusively financial and economic lines. Members of Congress have not the time for a work that demands months or years of close and special application. Schedules may be revised and rates may be increased or decreased and the result be only a different and not a better tariff, a mere rearrangement of the groups of the satisfied and the dissatisfied.

How Are Prices Affected?

BEHIND any right adjustment of rates there must stand an intelligent public opinion. That can no more be created by the publication of interminable pages of statistics that are difficult of comprehension even by specialists than it can be by a limited circulation of reports of committee hearings and political speeches on the floor of the House and Senate. The demand for revision of the tariff, a demand widespread and persistent, springs almost entirely from the belief that because of excessive rates imposed, the public is compelled to pay excessive prices for many of the wants and requirements of daily life. This is probably the fact in no more than a comparatively limited number of articles, but the belief will exist as long as our methods of tariff making give cause for its existence. It will exist until the public has been shown clearly, fairly and authoritatively the precise effect of tariff rates on the necessaries for life and comfort.

In brief, the tariff will be a bone of political contention, a cause of disturbance and depression in trade and production, until, through the agency of some responsible and politically independent board or commission, the facts of the various industries affected and supposed to be affected have been studied and intelligently reported to the American people. Until there is a wider and clearer public knowledge of the influences and the effects of schedules and of individual rates, the tariff will continue to be the jumble of economic absurdities and political compromises that it has been hitherto and is today.

What Is a Fair Price?

PROFIT is what is left of the selling price after all costs and expenses have been deducted. In determining the price, therefore, the profit and expense of production are prime factors, although the conditions of the trade may play as important a part as either. In fact, this element is often paramount, since goods are sold in competition and cannot be priced regardless of other articles. One very simple rule in determining the price at which goods are to be marketed—and as dangerous as it is simple—says Printers' Ink—consists in taking the prices of competitors and averaging them, or going a bit below them. It is dangerous because the fact that one man can make something for fifteen cents is no sign that another can do it for the same money. Unless it is possible to duplicate or improve upon the efficiency of rival organizations it is folly to duplicate rival prices.

The actual cost of production is, of course, the basis for a price. But it is only a basis. To it must be added the overhead—depreciation of equipment, interest on the investment, lighting and heating, insurance, etc.—and a tentative profit, the "profit we want to make." Thus far the board of directors or the general manager can safely go by themselves, if they have the figures of a competent cost accountant as a guide. Though even this basis is arbitrary to a large extent, it is reasonably accurate. But at that point selling cost steps in, and with it the advertising man.

Nobody knows how much it is going to cost to sell the goods, but the advertising man should have a clearer notion than anybody else. In the aggregate, selling cost, in advance of actual sales, must be an estimate, but there are certain fixed factors which enter into it.

In considering selling cost, advertising expense cuts considerable figure. It is a mistake, however, to consider advertising expense as a matter wholly separate from dealer and jobber discounts, and as something which must be added to the price. It is part of the selling cost—true, but it will not only cut down the cost of production by increasing demand, but also make it possible to do business on a smaller margin of profit to dealer and jobber.

Printers' Ink then adds a table of prices which seems to indicate that there is some ground for the conclusion that the man who will not advertise is paying for it just the same.

No Thin Man or Woman Should Miss This Opportunity

We invite you to try a scientific flesh-forming food at our expense—a wonderful discovery endorsed by ministers, physicians and scientists—that puts good solid flesh and fat on people who are thin and underweight

50c Box Given For Trial



"AND THEY USED TO BE SO THIN"

THIS new way for increasing weight is called Sargol. Thousands of thin people have gained flesh by using it. It produces fat by correcting the faults of digestion and food assimilation.

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Women whose clothes never look stylish because of their bony figures—Sargol is for you.

Men who lack energy because of poorly nourished bodies—men who are handicapped in business because of their small size—Sargol is for you.

If you want beautiful impressive figures—if you want full attractive faces—if you want the energy, the nerve force and vitality that can only come from a well-nourished body, mail the coupon below and get a trial package at our expense. Address your letter today to the Sargol Company, 6 X Herald Building, Birmingham, N. Y.

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"I have gained immensely since I took Sargol, for I only weighed about 106 pounds when I began using it, and now I weigh 130 pounds, so really this makes 24 pounds. I feel stronger and am feeling better than ever before, and now I carry rosy cheeks, which is something I could never say before."

Clay Johnson Says:

"Please send me another ten-day treatment. I am well pleased with Sargol. It has been the light of my life. I am getting back to my proper weight again. When I began to take Sargol I only weighed 138 pounds, and now, four weeks later, I am weighing 153 pounds and feeling fine."

COUPON

Get Fat at our Expense

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Getting More Power Out of Steam

IT WAS in Germany that the first practical gas engine was evolved. It was a German who invented and developed the Diesel oil engine which has practically displaced the steam engine, not merely for use on land but for the propulsion of ships. Also, it was a German who recently developed the small steam engine to such a point that the gas engine and the oil engine have almost given way to it. As a result there has developed across the water an interesting three-cornered contest for supremacy between these various types of prime movers, states the Technical World. At the present time honors appear to be with the steam engine, it adds, but by so narrow a margin that only an expert accountant could measure it. At all events the small steam engine has been developed in Europe to an extent that is worth talking about.

In England the new type of steam engine is spoken of, at least among engineers, as an "Overtype superheat steam engine." The Germans, economical of breath as of other things, name it the "lokomobile," while the French call it the "Demi-fike" and let it go at that. Whatever name, the new engines are identical in principle and nearly so in details of construction. They are portable, or semi-portable steam engines equipped with superheaters and other improvements.

The superheater is the essential feature of the lokomobile. Superheated steam is defined as "Steam having a temperature higher than that due to its pressure." In superheating steam expands to a slight degree if the pressure is constant; but if the volume is constant superheating will increase the pressure. In ordinary practice superheating increases the volume so slightly that the rise in pressure is not appreciable. Steam at 200 pounds pressure when superheated 100 degrees will have a temperature of 487 degrees and still remain at 200 pounds pressure. Superheated steam partakes of the nature of a perfect gas. Like a gas it is a poor conductor of heat. At 170 pounds pressure with 200 degrees of superheat it takes 3.27 cubic feet of steam to weigh one pound, while only 2.47 pounds of saturated steam at the same pressure will weigh one pound.

The object in superheating is chiefly to eliminate wasteful condensation and consequent loss of heat in the cylinders. This can only be done by admitting the steam at such a temperature that it can give up enough heat to raise the temperature of the cylinder walls and still not lower its own temperature below the point of evaporation. Opinion differs regarding the most economical degree of superheat, though it is well understood that a small amount is not worth while. In practice the amount of superheat varies from 100 to 200 degrees. The highest superheat yet attempted is 250 degrees, which means an actual temperature of nearly 650 degrees. Any higher temperature would reduce the strength of the steel.

The apparatus by which this wonderful improvement in the quality of steam is effected is nothing more than a series of small pipes in the smokebox. The arrangement of the coils of pipe varies, and so does the style of the header in which all the coils terminate. But all alike are so arranged as to expose the whole surface of pipes and header to the hot gases from the furnace. In an internally fired boiler the heating surface of the super-

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COVER DEPT. A

WATERTOWN NEW YORK

heater is usually about thirty times the grate area; and in a watertube boiler about ten times the grate area. To make a different comparison, the superheater's heating surface ranges all the way from half that of the boiler to as large an area as the boiler has. After being generated in the boiler the steam is conducted to the superheater where it lies in wait for heat rushing through the flues and captures it before it can escape up the smoke stack.

Superheated steam can travel twice as fast as saturated steam. It is possible to transmit superheated steam a distance of six to ten thousand feet without a loss of more than ten per cent in pressure; and by the use of separators to get rid of what condensation there may be, to deliver the steam in every way satisfactory for use. But no such formidable journey is ahead of the steam in a lokomobile; and this brings up the second important feature which makes the new type of engine so superior to the American home-made kind.

The great problem before the steam engineer is to prevent waste of the heat after it has been put into the steam. As one means of preventing this loss the engine is mounted on the boiler of the lokomobile. This eliminates the necessity of providing outside steampipes with their enormous possibilities for waste of heat by radiation. American engines of small size are commonly mounted on the boiler, to be sure; but the European builders have left us far behind by the simple expedient of casting the cylinder and the steam dome all in one piece, with the former inside the latter, so that the walls of the cylinder are always surrounded by steam at boiler temperature. Only the heads are outside, where they are as readily accessible as those of any other type of engine.

It is well known that a compound engine under proper conditions is more economical than a simple engine. So the lokomobile usually has a compound engine. After expanding the steam in the high pressure cylinder until its temperature is reduced to about 235 degrees it is returned to a second edition of the superheater where its temperature is raised to about 360 degrees before being admitted to the low pressure cylinder. From the low pressure cylinder the steam is exhausted into a condenser where it gets down into water again. In some factories using lokomobiles of the larger size the exhaust steam is used for heating the building before it goes to the condenser. From the condenser the late steam goes to a feed water heater, also warmed by furnace gases, where its temperature is raised to about 170 degrees before it is returned to the boiler.

Still that does not comprise all the efforts for economy. The boiler is carefully lagged, or covered with a thick jacket of asbestos or other non-conducting material so that the loss of heat by radiation from the boiler is reduced to a negligible amount. And there's more yet. Instead of the usual locomotive type boiler so common among small-sized American steam power plants, with the bottom of the grate directly exposed to the ground so that all the heat possible can be wasted that way, the lokomobile has an internal furnace; that is, the firebox is entirely surrounded by water, except at the door. At every possible point the waste of heat is carefully guarded against and the net result of all these precautions is that a very much smaller boiler is required to produce a given amount of power than would be needed to yield the same amount using saturated steam.

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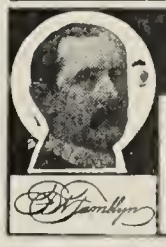
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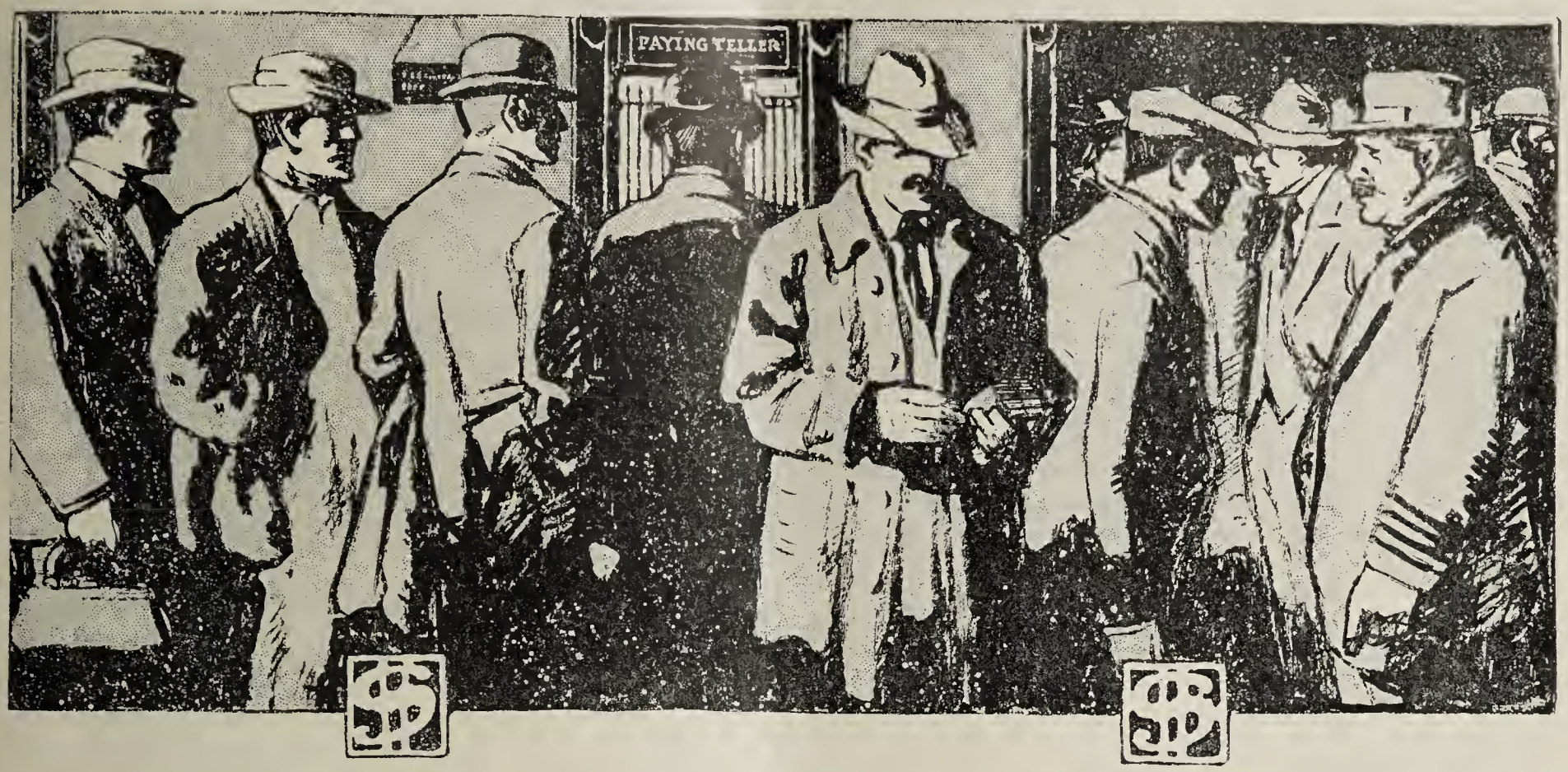
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MAKING OUR BANKING SYSTEM PANIC-PROOF

The Weak Points in Our Banking Methods—and How to Remedy Them

By Hon. George E. Roberts
Director of the Mint

THE question of adequate and dependable banking facilities is one of the first importance to business men, and to all classes of the community. Everybody nowadays is a specialist of some kind, devoting himself to some one occupation, depending upon the sale of his services or his product upon the market, and on the other hand depending upon the market for a supply of most of the things he needs. In other words, our society is highly organized and interdependent, and any occurrence that suddenly interrupts the regular flow of the exchanges demoralizes the entire organization, throws every branch of industry into confusion and causes enormous waste and loss.

The one point in this system of exchanges where a single blow will do the most harm to all industries is in the banking service. The importance of banking does not lie in the fact that money is received on deposit and made available to borrowers, but in the fact that through the agency of the banks the great bulk of the exchanges are effected without handling money at all. The banker is the agent through whom each community settles its accounts with the outside world, and he accomplishes this settlement in large part by offsetting what the community sells against what it buys. One man, a grain-buyer for example, is shipping out produce while another, a merchant, is shipping in commodities. The banker collects for the former and makes payment for the latter, accomplishing the settlements through correspondent banks in all parts of the country and the world by book entries and bills of exchange.

Business and the Banks

THIS method of making collections and payments results in a vast accumulation of liquid capital in the banks, which becomes the working capital of the country and is in constant use in current business operations. One section of the country will ship out its products very rapidly during one season of the year, creating large credits with the banks of the central cities, which must be used to offset purchases until another crop is shipped out, but meantime the bankers, who are familiar with the currents of trade, know that these balances may be loaned elsewhere. And so likewise when one individual is building up his bank balance another individual is needing to borrow credit and the banker uses the idle surplus of the one to serve the needs of the other. This goes on in the main without the use of money save that the banks must carry a certain percentage of cash to provide for the small class of payments still made in money and as a precaution against the unexpected. As a rule, banks do not deal in money—the money on hand is for exceptional demands—they deal in credit. The banker's promise to

pay cash on demand is accepted by everybody as cash. On the other hand, every banker accepts from his customers drafts and checques drawn on other bankers and credits them as cash, and because of the general acceptance of the system and of its incomparable convenience and economy, the business of the country outside of the retail trade is done almost wholly in this way.

When the statement is made that business is done largely upon credit many people understand it to mean that business is done largely upon time credit, but that is not the point. The element of time is a smaller factor in trade today than in the past; more business is done on a cash basis than ever before, but the essential thing to comprehend in this discussion is that the payments for even cash business are made by the use of bank credit. There is only a small amount of cash behind the enormous volume of cheques and drafts.

There is an enormous amount of short-time borrowing from the banks. The merchant instead of asking time credit of the manufacturer more frequently than formerly borrows of his banker and takes a cash discount which is greater than the bank interest. Thus the relationship of the banking business to the general business of the country constantly becomes more intimate and the dependence of the business community upon adequate banking facilities becomes constantly greater.

Why the Banks Do Not Need Large Reserves

THE annual report of the Comptroller of the Currency for the year ended June 30, 1911, shows that the aggregate of individual deposits in all the banks of the United States at that date was in round numbers $16,000,000,000 and the amount of all cash in banks at the same date was $1,554,000,000, or less than one dollar of money to each ten dollars due to customers. Nearly all of these liabilities are by their terms payable on demand, and not only do they exceed the cash holdings of the banks ten to one, but they exceed the total stock of money in the United States nearly five to one.

The reader will possibly jump to the conclusion that this is all radically wrong, that no such volume of business should be permitted upon such a small cash basis, but that would be a mistake. In other countries the banking business is conducted upon smaller reserves of cash than in the United States, and to increase the reserves would restrict the power of the banks to make loans and increase interest charges. The reserves are large enough now. Although the liabilities of the banks are large nobody wants to draw them in cash eucept in time of panic; the great volume of ordinary trade payments are settled in the clearing houses, where they practically cancel and offset each other. A bank is solvent when it holds the notes of good customers against its own liabilities, and the public is not interested in having it hold an unnecessary amount of cash.

The chief weakness of our banking system is not in the fact that the banks do not regularly carry more cash, but in the fact that no provision exists by which they can be provided with more when an unusual demand comes upon them. There is practically no way of increasing the supply of money in the United States except by importing gold, and that takes times and negotiations, for it must be bought or borrowed, and other people have a say about the terms.

The Need of Currency Reform

IN ordinary times we go along very well, but at the first sign of trouble the bankers themselves take alarm and each attempts to strengthen himself by curtailing accommodations to customers and accumulating cash. They can only accumulate cash by getting it away from each other, and the efforts of 25,000 bankers to do this soon develop into a scramble. The last time a crisis developed, in 1907, the futility of this course was recognized and they came together in their clearing house associations and agreed to all suspend or greatly restrict cash payments. Of course this action was outside the law, but the public saw that it was the least of threatened evils and tolerated it, but nobody wants to see this policy approved as a regular proceeding which the banks may resort to whenever they please.

The suspension of payments in 1907 gave a terrible shock to the industries and trade of the country. Merchants cancelled their orders by the millions of dollars worth, constructive work was abandoned, new enterprises of every kind were postponed, factories closed and hundreds of thousands of workmen were thrown out of employment. The money loss to the country cannot be estimated and the suffering imposed upon wage-earners and their families was a reproach to our civilization. And it was all for nothing, needless and preventable. It was the result of a scare and of the fact that this vast system of bank credit upon which the business of the country depends was not adequately supported. The banks were solvent. With a few insignificant exceptions they were soon doing business again as usual. The mischief was not done by the failure of insolvent institutions but by the suspension of solvent ones.

The importance of the banking service as a factor in general business will not be less in the future, and in the United States business must be conducted in constant peril of repetitions of the 1907 experience until something is done to provide backing and support for the 25,000 independent institutions which do the banking of this country.

What the Monetary Commission Proposes

THE plan submitted to Congress by the National Monetary Commission proposes to organize the banks into a system with powers which will enable it to support the individual institutions when they need assistance and supplement their services to the public. It is proposed that each bank shall subscribe an amount equal to 20 per cent of its own capital to the capital of the national organization, paying in, however, only ten per cent, the other ten per cent standing as a pledge to support the credit of the new organization. To this Association of banks would be given, under carefully drawn provisions for governmental supervision, the power of note issue, which would be gradually withdrawn from the individual banks. The power of note issue of course carries the ability to afford relief to the entire banking situation in any crisis that may arise. It is the power to create lawful money on the instant it is needed in amounts sufficient to suppress an incipient panic.

It will be readily seen that the plan is simply an extension and elaboration of the functions which the clearing houses assumed in 1907 when they issued a temporary currency to their members. It creates a responsible organization which shall operate under the authority and regulation of law for the performance of a service which is absolutely necessary at times to save the banking system from utter collapse and destruction. With this national association in existence any bank which possessed good assets would be able to offer them and receive lawful currency to meet the demands of its patrons.



The element of time is a smaller factor in trade to-day than in the past; more business is done on a cash basis than ever before, but the payments for even cash business are made by bank credit.



(Continued on Page 218.)

SYSTEMS THAT FAILED

Plans That Were Designed to Stop the Small Leaks in Business—and Why They Did Not Do So

By Marshall T. Van Slyke

IN THE lumber room of every business is to be found the remains of at least one plan that failed. The advertising matter, prepared with such care, is acquiring the dust and age necessary, before a trip to the junk-wagon. The card indexes, which were to have been kept with such minuteness are kicking about in storage, being surreptitously used for figuring slips. About the house the scheme that failed is spoken of with the air which comes from after-sense—the easy supposition that what is deduced after the try-out should have been known before. Often the employees, who probably have had little or no experience in business systematization, express considerable contempt for both the system that failed and those who thought it might prove a payer. Yet it may be no reflection on the worth of a system that it fails. In proportion to their number, good systems fail almost as often as poor, so some experienced systematizers say. A good system may be mismanaged, used for a wrong purpose, encounter unusual difficulties or die from mere neglect. And what is more, the failed system in another man's hands may be the greatest kind of a business-saver.

SYSTEM ONE—A Plan That Did Not Work Because it Left Out of Consideration the Human Element

IN ONE of the cities counting its population in the millions an experimenter started, some twenty years ago, a small shop to manufacture electrically driven mining equipment. His machines were a big improvement upon the old equipment, and the demand for them, combined with his own inventive and executive ability, was sufficient to expand the one-man shop to an engineering plant running some four hundred men in the brisk season. Always a dividend payer, the dividends were paid from ideas and skilled sales work—not from economies in manufacture. With little competition, and that trailing well behind, it was possible to make some small parts, buy others in lots from other works, assemble the machines, and multiply the factory cost by two or three—in some cases even by five—to get the list price.

But with the coming of stronger competition, a cream-skimmed field and the demands of labor for more money, together with a restriction of output, and the call for closer prices with less profits made system in the shop an absolute necessity.

In the years that the plant had been running, customs had grown up—mostly the results of an entire lack of system. Material was ordered by the assistant manager. with little regard for market conditions. Patterns as made up were indexed; blue-prints boasted a more or less complete card file; material and small parts were at all times an unknown quantity only as could be estimated by the men in closest touch with their receipt and issue.

Labor was in control of the foremen and sub-foremen. The office paid little attention to the men, how their work was apportioned, who was hired or let go. One thing, however, was insisted upon; good work had to be turned out. The conditions under which it was produced were not a consideration.

Such was the condition when it was decided to introduce a comprehensive system—such as is in successful operation in thousands of factories—small and large—at the present moment.

The system, as finally decided upon, began with material. It was proposed, by card-indexing all material on the familiar "perpetual inventory" card, entering purchases and charging issues as made, to have—once the sub-system was in operation—an inventory that would at all times show the amount of material on hand.

The old duplicate sheet and method of ordering on verbal request was to be replaced by the triplicate system, orders being initialed by the acting purchasing agent either from market conditions or on written requests from the shop superintendent and his foremen.

Time-keeping on jobs was to be instituted, the individual job to be charged with the time of all employees who worked on that particular shop order. This plan replaced rough estimates made by the workmen and foremen, of time spent on typical jobs on standard machines only.

Overhead, which had been allowed for by doubling shop cost, was now to be carefully calculated and added to shop totals. Calculations had been temporarily made which fixed an arbitrary overhead ratio; the actual overhead figure was to be drawn from analysis of the shop costs as summarized from the material and labor slips.

In all cases standard forms were used, as there was no desire on the part of the management to experiment. An experienced systematizer was employed to install the system, an experienced efficiency man together with the assistant manager—an electrical engineer—started it going.

Then the wait for the try-out. Weeks after there were no available records. The inventory half-made was but partially kept up; work records betrayed by their time-differences that they were utterly unreliable; factory costs, when figured showed a range from figures impractically low to impossibly high. In a word, the system did not work.

Finally a postmortem was called, and bit by bit the causes for the failure were probed for—and, in the main, found.

There were two main troubles; the first, inert—the second, active. With the immense amount of material and small parts which had accumulated and which was being handled from day to day, there was difficulty in getting an inventory—without the active co-operation of the men. This was the first cause for failure—but not the big cause.

Under the old method, or rather lack of method of hiring help, there had grown up an enormous waste of labor. It had been possible for men to soldier—not merely for hours, but for days and weeks—if they so desired and they possessed a stand-in with the foreman. With the introduction of the new system the men saw their customary methods of work about to be shown up.

Each feared that he would not only have to "speed up," but that there would be an immediate reduction of the working force and a change in the foremanships once the cost cards made their showing. As a result everything was done that men in an acute stage of "job fright" could do to discredit the new system. The men nursed their cherished snaps while the system was left to die of non-use and inaccuracy.

It is a business axiom that when a selling plan or system fails it is abnormally difficult to bring it to life. Yet a second failture was risked by doing substantially this.

Suppliers, selling the firm were notified of the dilemma and from them were borrowed a number of experienced stock men. These men—some of them who had handled stock under a perpetual inventory system for years—brought the stock into shape in record time.

In the operating department the same plan was carried out. The new men, under the eyes of the other workmen turned out work up to the highest standard and in quantities that shamed even the greatest laggards. Used all their life to time records, and turning off the work with ease and without evident hurry, they disproved the supposition that the shop system was designed to embarrass the workman.

One morning the men came down to work as with a common impulse. The continued assurance that there was to be no reduction in the force, together with the daily example of men who could do a day's work with output as easy as they could loaf the day away, saved the system that had once failed.

SYSTEM TWO—A Plan That Became a Dead Letter Because Its Would-be Beneficiary Had Not the Courage to Apply It

DURING a season of depression, two brothers started a small printing office in Chicago. Both were practical men who had learned the business at the case and on the street.

The business, begun as it was in a period of financial depression, had but one chance to live. If the firm could turn out a comparatively large volume of work and make low prices on necessity printing, there was a fighting chance to get a foothold. Under these conditions the elder brother—who proved to be a good mixer—would take the street for business at eight a. m. and work faithfully till five. Then he would go back to the shop and work until ten at night. As his brother kept the same hours, the amount of work handled often was from three to five times what a workman and solicitor would normally turn out.

The firm gradually got more and more business, mainly on three scores. First, both of the men were good workmen and used good care in getting out jobs. Second, they produced the work on time. Third, their prices were actually and indisputably low—at a time when even the high-priced shops were slashing prices right and left in order to keep up payments on equipment bills.

The brothers knew several printers who had lost their jobs and who were willing, in order to get steady work, to put in almost as long hours as the proprietors. Two or three of these printers were added to the force and one of the strangest of anomalies in business might have been noted: A poorly-equipped printing office doing cut-rate work, yet cleaning up money in a panic.

With this start more machinery was purchased; in time the twelve by eighteen room grew to a floor; the pay roll at times threatened to touch the hundred men mark.

On the fifteenth anniversary of the founding of the business, the elder partner in a heart-to-heart talk announced to his brother, "Frank, do you know that we are not making any money?" Then he followed up the query with facts that he had long figured on, and which he himself had not believed until forced to do so by the realization that when he went to the business for money it was not to be had.

Under these circumstances, and as an outgrowth of the agitation among the employing printers' associations for cost finding, a comprehensive cost system, to replace the partial system then in use, was decided upon. A plant which is running at a loss after having made money, with equipment depreciating and proprietors approaching the time of life when ease makes its powerful appeal, is no joke. So the cost-keeping system was turned to as a diagnosis, if not a panacea.

The system as installed was a combination of skilled accounting and common sense. There was not an excess of red tape, nor did the accounting add heavily to overhead. Unerringly the prime cost of every job was shown; overhead and selling cost added gave the point where profit began.

But the system did not work.

When a bunch of cost sheets came in and were figured, the brothers got together, and the same colloquy occurred. In going after *that* business in the future it would not be practicable to raise the price for *that* customer. The business would be lost—the customer driven away. Next time, perhaps, but not on that job.

Then was presented the spectacle of the management of a business knowing the exact cost, on estimates as well as on past work, and yet fearing to ask the prices called for by the cost sheet.

For three years succeeding the installation of this system—in accounting and cost-finding features one of the best ever designed—it has failed, because its findings are a dead letter. For, so long as a business loses, its system fails.

SYSTEM THREE—A Departmental and Sales System That Did Not Succeed Until it Was Turned the "Other End To"

A MIDDLE WEST jobbing and manufacturing house has had an upward growth to which loyal employees refer with more than ordinary pride. Begun as a manufacturing plant in a highly competitive field, so requiring an unusually efficient selling force, the sales department gradually outran the manufacturing division so that the firm now confines its main attention to jobbing, manufacturing only a few of the old stand-by lines.

Under these conditions house loyalty has been developed to an almost abnormal extent. Men who once get thoroughly imbued with the house spirit are not to be lured away by offers of managerial snaps or more pay with a competing house, in the same territory.

Quotas never having been kept it was no uncommon thing for a road man in a state marking a territorial line, to take a flyer into another man's territory to help close an unusually difficult prospect. Men out on collections have been known to turn to and makes sales when in a productive territory that looked promising, when their collection work was done.

The house, always relying on the ability of its men and trusting them to work to best advantage, had never even charted the organization. Small systems were in operation throughout the business, filing, correspondence, accounting, stock-keeping systems and innumerable short cuts. But department heads and road men were not systematized—they had been held to be above the restrictions of systematic departmentalization.

Finally, however, in the interest of better business practice, it was decided to put in a comprehensive departmental and sales system, under the provisions of which the organization chart was taken for a basis.

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In 1916

Being the Inside Facts in Regard to Certain Events That Came to Pass During a Dark Moment in American History

By George F. Stratton

IF YOU found a mountain of gold—pure gold, in nuggets—containing a hundred times as much gold as there is now in circulation throughout the world, what would you do? And if others following in your trail found a way to this mountain and began to take out all the gold that you could not bring away, flooding the country with millions and millions of dollars in gold, what would happen? What would happen to prices and values, to wages and dividends, to loans and investments? It is a remarkable situation that underlies this story. How it worked out, what actually did happen makes a narrative that is both thrilling and illuminating.



A hand was clapped on my shoulder remaining there with a steely grip.

I BELIEVE I was the first man in 'Frisco to hear of the coming trouble. I was running a lumber-yard and door and sash-factory. Business was excellent, collections fair and money easy. Not a cloud seemed to be on the horizon. Going down to the bank one day I met Gus Bouchelle. He had been a commission broker on lumber and had gone broke a year before and disappeared. Now he looked prosperous and radiant. He had always looked that, but one glance at his face showed a difference. It was the same jovial face with the same twitching lips ever ready to smile which had made all men like him; but there were lines, not deep but distinct, and a set of the jaws and down-slant of the eyelids which puzzled me.

He greeted me in his old, jovial way; we'd always been good friends—as helpful to each other as we could be.

"Just the man I wanted to see," he grinned. "I was going over to your office, but this is better. We'll go into Durstins'; I've got news for you; news by the schooner load."

We took a private room at Durstins' and Gus gave an order.

"You're looking pretty solemn," I said, "Anything wrong?"

He dropped his elbows on the table and his chin on his hands. "Yes, and no, Jack. I'm a multi-millionaire. I've got to spend sixty millions inside of sixty days or it won't be worth that!" and he snapped his fingers.

A laughing jeer sprang to my lips, but I didn't spring it. There was that in his eyes which stopped me. He went right on:

"You know McRae; Dugald McRae?"

"The engineer of that freighter that went to pieces on the Conteau Rocks?"

He nodded. "That happened about the time I went broke. I ran across him when he reached 'Frisco, and he talked me into going to Alaska with him. He said he had a pointer—'Proveedential information' he called it—of a big, gold deposit up there. He'd got the Proveedential from an old Sitka woman whose son he had saved, somehow. Anyway, I went, although I hadn't much confidence in the yarn, but I'd nothing else to do and he wanted a partner.

"Some day when I've an hour's more time to spare I'll tell you of the trip. It wasn't till we got into the Tongavara River that I got enthused, for Mac kept the details to himself till we were beyond other men. Then he told me that it was a mountain. 'A Mountain of Gold, Jack!' And we found it!"

He stopped a moment and his eyes fixed on the wall as though he saw things, and I began to think he did.

"We had a measuring tape," he went on, "That mountain is seven hundred yards around the base and eighty-six yards to the apex; and three-fourths of it is free gold! Gold in nuggets!!—much of it exposed. We uncovered one that is seven feet long, three and a half wide and as many deep; a mass of pure gold! It's up there now. A dozen men couldn't budge it without tackle."

Of course I couldn't believe him. I felt sure that his financial troubles had driven him crazy. No doubt he saw that in my face, for he pulled from his pocket a certificate or receipt for sixty millions in gold in the U. S. Mint. I gasped, and slowly conviction stole over me.

"How'd you mine it?—How'd you get it out?" I mumbled.

"I can only give the barest outlines, Jack. Every minute's of value to me. After we'd punched each other all through the first day to see if we were awake, we began to think; and then we discussed it. On a rough calculation there's a hundred times as much gold there as there is in use in the whole world today. There must be! And it is pretty easy to see that when that gold comes into use—no matter how—its value is going to drop, clear way down. That's why I'm telling you—the only man I've told about it."

"Gold is standard!" I objected. "Standard by law!"

"I haven't time to argue. You'll have to figure it out as we have done. We were up a creek ten miles from the river, and we toted over a hundred tons of gold nuggets down to the river in our flat boat; and there we cached the stuff. It took us nearly all summer, although we scarcely had to use a pick. Scuffled away a few inches of gravel and found nuggets—pure gold nuggets by the ton! Then we went

to Sitka and chartered a tub of a steamboat at just about her full value, for the one trip, and brought out those nuggets, stowed in gunny-sacks. The crew of the tub was only seven in number, and when they saw the freight they skipped ashore. The Captain would have gone too, but he was the owner. Mac and I helped to work the boat back to Seattle."

He told everything so absolutely straight—so unflinchingly earnest that my belief in him and his yarn came back.

"Then those fellows that deserted the boat are at the gold mountain, I suppose?"

"Not likely, Jack. You see, after we had cached our stuff we distributed five or six hundred pounds of nuggets among the gravel along the river banks. We told the crew that was where we found gold, and they won't leave there until they've dug over every foot of the banks for miles. The mountain's safe, for awhile anyway, but not for long unless they're stopped."

"Who's going to stop them?" I grunted.

"The Government, if anyone. We notified the President as soon as we had our gold safe in Seattle, and we advised him that if he wanted to head off the biggest smash in values that this world has seen since the flood, he'd better withdraw that country from entry, and send a regiment up there to hold it."

I glared at him, unbelieving still, and trying to see if he was giving me a fairy story. If it was, it was no fairy story to him.

"What are you doing down here?" I asked; purely because nothing else then came into my mind; but he seemed to have plenty on his mind. He tore his watch from his pocket, glanced at it and exploded: "I've got to get a move on, Jack. I'm down here to spend that sixty million—to turn it into real estate or merchandise; anything but gold or paper. McRae's put that up to me. He's gone back to Tongavara River, pretending to discover gold nuggests where we planted them and so hold the crowd there, for there's a stampede. Good bye! You'll find me at the St. Charles if you want me."

I walked back to my office thinking hard; so hard that I saw nothing, not even my most intimate acquaintances. But, by the time I reached there it all seemed like a dream, and I had about concluded it was. Not only was the size of the gold deposit incredible, but its structure—free nuggets in enormous sizes, was unbelievable.

It was five days before I saw him again and had then almost dismissed the yarn from my mind. He came into my office, dropped into a chair and grunted:

"Gee, Jack! I'm pretty nearly all in. Spending money is harder work than selling lumber."

I laughed, with perhaps a touch of sarcasm but he didn't notice that. "Getting rid of it pretty fast?" I enquired.

"Ten millions gone," he replied wearily. "Real estate, all of it."

"I should think you'd find securities easier to spend money on," I jeered. "Just divide up your sixty millions among a dozen brokers and give them orders."

He glared at me. "Do you mean to say that what I've told you has made no impression?"

I shrugged my shoulders. "Not so much as it has on you, I'm afraid, Gus. You may have overestimated the amount of that find."

He looked at me pityingly. "And I told you in order to save you from big loss, and put you on track of big gain. If you had to take ten cents on the dollar in settlement of all your book accounts, where would you stand?"

"Queer Street!" I grinned confidently.

"Man dear! That's where you'll be if you don't look out. I've a telegram from the President stating that Engineers are coming to investigate. Think of that! It's three weeks since we notified him, and they've used that up in Cabinet Meetings. Now there'll be two or three weeks lost in investigation; another two or three in consideration and the Lord only knows how many more in red-tape procrastination. Before then some of the crowd that's jamming up there will get out in more extended prospecting, and they'll find that mountain. His eyes were scintillating with fierce energy now; his whole frame quivered with it, and he slammed his fist down on my desk till the ink splashed over it.

"Within twenty-four hours after a bunch of 'em discover that mountain," he went on harshly, "you'll not be able to buy a commodity, from real estate to toothpicks, at any price—in gold! The owners will hold off till they know what the gold is worth, for it'll be so plentiful that it'll go below silver in value—far below! Money: any money, gold silver or paper 'll be knocked silly."

He sprang to his feet, slammed his chair back to the wall with a crash that splintered the back, and with an outstretched arm and pointing finger, exclaimed:

"It's coming! The wreck of most of the business—big or little—of this country. You don't believe me now, but you will; within a week, perhaps!" and he dashed out of the office.

It was only four days later when corroboration came. Although the mission of the Government Engineers was kept with absolute secrecy, it appeared afterwards that the public discovery of the mountain occurred on the day they reached 'Frisco. Telegrams came to the papers; but as no accredited reporters were up in the Tongavara region, the information was wildly contradictory and wildly sensational. One report stated that the mountain was one gigantic solid nugget, and would have to be broken up with dynamite. Another said that it was millions of tons of pure gold gravel, from tiny grains to great boulders.

By the majority of the people the story was viewed as incredulously as I had treated Bouchelle's first report of it. But they knew nothing of Bouchelle and McRae's discovery. I did! and I began to think hard and to estimate what it would mean if thousands of men took out millions of gold there, and came back to civilization to spend it as freely and abundantly as they found it.

It would mean business, of course; business in booms, in cataracts, in overwhelming rushes; but what would the money be worth when producers and dealers had given up good, staple merchandise and got in exchange money that, by a quick and enormous increase, had lost its stability and smashed its standard. Its value must go down tremendously.

The great crushing force of what Bouchelle said he meant to do—"Spend sixty millions in sixty days or it won't be worth that!" came to me convincingly. It was the logical thing to do. Get rid of the money and load up with real values; commodities and real estate—intrinsic values, not Government insignia. An hour after I got that through my head I was out on a collecting tour. I pleaded urgent need of funds at once, and when I couldn't get cash I took the usual sixty or ninety day notes, knowing that I could get them discounted at the banks.

I dropped in at the St. Charles each time I passed, looking for Bouchelle, and after the fourth or fifth call I found him. He looked as fagged as a Marathon runner, but one who was leading.

"I'm doing pretty well, Jack," he grinned. "Got rid of twenty-three million! Twenty-three million in twenty days! Think of it. And I haven't gone a minute too fast. There's a rush to Tongavara. The boats are turning off passengers. They're loaded to the rails. Three-fourths of 'Frisco are trying to get to the Tongavara, and the Government is dozing and waiting for those engineers to tell them what they and thousands of others already know."

"What else can they do?" I demanded.

"They should have covered the possibility, Jack. Any bright little business firm would have been sharp enough for that.

They should have withdrawn that country from entry the instant we reported, and investigated afterwards. Now, every man that goes up ther'll fight to the last gasp.

"What do you hear from McRae?" I asked.

A spasm of trouble swept over his face. "He wrote me that if discovery was made he should dash up to the mountain and hold our claim; and I've implored him to drop it and come down here. We've all the gold we want. Mac's a big man, but his carcass isn't one-tenth big enough for the knives and bullets that'll greet it if he butts in among that crowd of maniacs.

I could not help being impressed by the distress which he felt on Mac's account. "McRae's always been against tough times," I urged. "He's full of resources and will and courage."

"Too full of it!" groaned Bouchelle. "Far too full! Well, if he doesn't show up today, I start up there myself tomorrow if I can get passage. Two heads may be better than one, although a hundred nervy men with quick fingers might stand no show in the mob that'll be there. What are you doing on your own affairs, Jack?"

"I've started to lick them into shape," I responded. "I'm collecting every dollar I can and turning it into lumber."

"Good for you," he rejoined. "Lumber's staple. Get rid of everything that's money or represents money; for all the Morgans and Rockefellers in the world can't tell what it'll be worth thirty days from now!"

An hour later I went into the 'Frisco branch office of the Strobergsen Lumber Company. They were the biggest operators on the Columbia River and I'd been a good customer; but when I asked for a quotation on a million of X. I. shingles, the Manager shook his head.

"Can't do it, Mr. Haswell! I'm sorry to say."

"What! Do you mean that you've closed out your big cut—the biggest cut you ever made in one season?"

"Well, no! But I suppose they're all contracted for. Anyway, I've had telegraphic orders to make no new contracts!"

I glared at him in amazement. A suspicion came into my head and with a forced grin I said:

"Well, how about plank; pine plank? I can use twenty or thirty carloads."

Again he shook his head. "It's the same there, Haswell."

There was a few moments pause. I was trying to get the meaning of it through my head. Then the Manager went on:

"My telegram came from Mr. Strobergsen himself. I don't know what it all means and I hate to turn down a customer like



"Ca-a-sh!" Drawled Jim, "Four hundred thousand dollars!"

you, but there's some big developments somewhere, and I've got to follow orders.

I could have told him what the trouble was. It was the first low rumble of the coming storm. Strobergsen was the shrewdest, keenest lumberman in the Northwest. His methods of securing advance information of trade influences were always astonishing; and I was certain now that he had instantly, and before any other business man, sized up the trouble ahead if that stupendous mass of gold turned out to be a reality.

I went from there to Marston's and got some big orders accepted at the usual quotations; and later in the afternoon I saw two other sawmill men and placed other large orders. Altogether I bought more in that twenty-four hours than in the previous twelve months. I drained myself of cash, and worked my credit to the last notch.

The next day a fresh batch of news came from the Tongavara River. It was more coherent, more detailed and far more startlingly convincing that the first. It fully corroborated Bouchelle's statements, and the excitement in the city was as great as when the earthquake struck us, although different in kind. In the evening I stopped in at the St. Charles.

"Any news from Mac?" I asked Bouchelle when I saw him.

"I got a telegram this morning. He says he can't hold anything. Claims and stakes are nothing. Every yard of ground has a man on it with a gunny-sack, picking up nuggets, and any remonstrance gets a bullet. There's been a score of killings already, and not the faintest gleam of authority. He tried to form a vigilance committee, and they wouldn't even take time to swear at him. That's going some!"

I know I looked solemn, but he broke in again with remarkable cheerfulness:

"I feel better for the news. He's not fighting; he's just watching developments; and Mac's canny—very canny! I guess he'll take care of himself. But I'll be there myself pretty quick. Bought the Elsinore yesterday to make the trip. Wait a minute!"

He dropped into his chair at one of the writing tables and scrawled off four checks. Then he handed them to me and as I glanced at them my blood stopped running, for a few moments, I think. Each of those checks was for five hundred thousand dollars—two millions, in all!

"Jack!" he muttered with intense earnestness: "Spend that for us. I must go after Mac, and I don't know how long it'll take; but if it's only sixty days or less, that money won't be worth ten cents on the dollar, if it's still money. Turn it into anything for us, old man! Land, farms, wheat or any merchandise. Charge off anything to pay yourself well for the trouble, but do this as a favor. I've got fifteen million left, in gold, and I'd leave it all in your hands if I dared to put so much trouble onto you."

"You mean that you'll trust me with this two millions?" I gasped.

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Where THEY STAND

President Taft, Mr. Roosevelt and Woodrow Wilson on the Business World

Mr. Taft: *We favor the greatest good to the greatest number, but we do not believe that this can be accomplished by minimizing the rewards of individual effort, or by infringing or destroying the right of property, which, next to the right of liberty, has been and is the greatest civilizing institution in history. In other words, the Republican Party believes in progress along the lines upon which we have attained progress already. We do not believe that we can reach a millennium by a sudden change in all our existing institutions. We believe that we have made progress from the beginning until now, and that the progress is to continue into the far future; that is reasonable progress that experience has shown to be really useful and helpful, and from which there is no reaction to something worse.*

PRESIDENT TAFT'S claims for consideration in his campaign for re-election are necessarily based on a program of accomplishment rather than one of promises. "The normal and logical question which ought to be asked and answered in determining whether an administration should be continued in power," he says, in his speech of acceptance, "is, how has the government been administered? Has it been economical and efficient? Has it aided or obstructed business prosperity? Has it made for progress in bettering the condition of the people and especially of the wage earner? Ought its general policies to approve themselves to the people?"

Among the list of legislative enactments, having particular business significance, for which he gives credit to his own and previous administrations of his party, are the following:

The Pure Food and Meat Inspection Laws.

Statute requiring Safety Appliances and Proper Inspection of Railways.

Revision of Railroad Legislation and creation of Interstate Commerce Commission.

The establishment of a Federal Mining Bureau and a Children's Bureau.

The Postal Savings Bank Bill.

The preparation of a Parcels Post Bill.

In summing up the features of his administration for which he accepts personal responsibility, he says:

DURING this administration we have given special attention to the machinery of government with a view to increasing its efficiency and reducing its cost. As a beginning, we examined closely the estimates. The first estimates which were presented to us we cut some $50,000,000, and this policy we have maintained through the administration and have prevented the normal annual increase in government expenditures, so the result is that the deficit of $58,735,000 which we found on the 1st of July, 1909, was changed on the 1st of July, 1910, by increase of the revenues under the Payne law, including the corporation tax, to a surplus of $15,806,000; on July 1, 1911, to a surplus of $47,234,000, and on July 1, 1912, to a surplus of $36,336,000.

The Tariff and Prosperity

The platform of 1908 promised, on behalf of the Republican party, to do certain things. One was that the tariff would be revised at an extra session. An extra session was called and the tariff was revised. The platform did not say in specific words that the revision would be generally downward, but I construed it to mean that. During the pendency of the bill and after it was passed it was subjected to the most vicious misrepresentation. It was said to be a bill to increase the tariff rather than to reduce it. The law has been in force now since August, 1909, a period of about thirty-five months. We are able to judge from its operation how far the statement is true that it did reduce duties.

It has vindicated itself. Under its operation, prosperity has been gradually restored since the panic of 1907. There have been no disastrous failures and no disastrous strikes. The percentage of reduction below the Dingley bill is shown in the larger free list and in the lower percentage of the tariff collected on the total value of the goods imported. The figures show that under the Dingley bill, which was in force 144 months, the average per cent of the imports that came in free was in value 44.3 per cent of the total importations, and that under the Payne bill, which has been in force thirty-five months, the average per cent in value of the imports which have come in free amounts to 51.2 per cent of the total; that the average ad valorem of the duties on all importations under the twelve years of the Dingley bill was 45.8 per cent, while under the thirty-five months of the Payne bill this was 41.2 per cent, and that the average ad valorem of the dutiable imports under the Dingley bill was 25.5 per cent, while under the Payne bill it was 20.1 per cent. In other words, considering only reductions on dutiable goods, the reductions in duties from the Dingley bill to the Payne bill was 10 per cent, and considering both free and dutiable reductions, they amounted to 21 per cent. . . .

The Payne Law and the High Cost of Living

The statement has been widely circulated and has received considerable support from political opponents, that the tariff act of 1909 is a prominent factor in creating the high cost of living. This is not true. A careful investigation will show that the phenomenon of increased prices and cost of living is world-wide in its extent and quite as much in evidence in other countries of advanced civilization and progressive tendencies as in our own.

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on BUSINESS ISSUES

Wilson on the Big Questions That Affect in This Campaign



Woodrow Wilson: *There are two great things to do. One is to set up the rule of justice and of right in such matters as the tariff, the regulation of the trusts and the prevention of monopoly, the adaptation of our banking and currency laws to the varied uses to which our people must put them, the treatment of those who do the daily labor in our factories and mines and throughout all our great industrial and commercial undertakings, . . . for whom we hold governmental power in trust, for their service not our own. The other, the additional duty, is the great task of protecting our people and our resources and of keeping open to the whole people the doors of opportunity through which they must, generation by generation, pass if they are to make conquest of their fortunes in health, in freedom, in peace, and in contentment.*

THE tariff, it appears, is to bear the burden of Governor Wilson's campaign. It provided the dominant note in his speech of acceptance and has figured largely in his subsequent remarks. It goes without saying that the tariff is a subject of immediate concern to business, although, in Gov. Wilson's opinion, it has not been dealt with heretofore as a matter of business, but as one of politics. He says in his speech accepting the Democratic nomination:

THERE should be an immediate revision, and it should be downward, unhesitatingly and steadily downward. It should begin with the schedules which have been most obviously used to kill competition to raise prices in the United States, arbitrarily and without regard to the prices pertaining elsewhere in the markets of the world; and it should before it is finished or intermitted, be extended to every item in every schedule which affords any opportunity for monopoly, for special advantage to limited groups of beneficiaries, or for subsidized control of any kind in the markets or the enterprises of the country until special favors of every sort shall have been absolutely withdrawn and every part of our laws of taxation shall have been transformed from a system of governmental patronage into a system of just and reasonable charges which shall fall where they will create the least burden.

The Tariff, the Trusts and the Cost of Living

The nation as a nation has grown immensely rich. She is justly proud of her industries and of the genius of her men of affairs. . . . But what of the other side of the picture? It is not as easy for us to live as it used to be. Our money will not buy as much. High wages, even when we can get them, yield us no great comfort. We used to be better off with less, because a dollar could buy so mueh more. The majority of us have been disturbed to find ourselves growing poorer, even though our earnings were slowly increasing. Prices climb faster than we ean push our earnings up.

Moreover, we begin to perceive some things about the movement of prices that concern us very deeply, and fix our attention upon the tariff schedules with a more definite determination than ever to get to the bottom of this matter. We have been looking into it, at trials held under the Sherman act and in investigations in the committee rooms of Congress, where men who wanted to know the real facts have been busy with inquiry; and we begin to see very clearly what at least some of the methods are by which prices are fixed. We know that they are not fixed by the competitions of the market, or by the ancient law of supply and demand which is to be found stated in all the primers of economics, but by private arrangements with regard to what the supply should be and agreements among the producers themselves. Those who buy are not even represented by counsel. The high cost of living is arranged by private understanding. . . .

We have in these disclosures still another view of the tariff, still another proof that, not the people of the United States but only a very small number of them have been partners in that legislation. Those few have learned how to control tariff legislation, and as they have perfected their control they have consolidated their interests. Men of the same interest have drawn together, have united their enterprises and have formed trusts; and trusts can control prices. Up to a certain point (and only up to a certain point) great combinations effect great economies in administration, and increase efficiency by simplifying and perfecting organization; but whether they effect economies or not, they can very easily determine prices by intimate agreement, so soon as they come to control a sufficient percentage of the product in any great line of business; and we know that they do. . . . The fact is, that the trusts have been formed, have gained all but complete control of the larger enterprises of the country, have fixed prices and fixed them high so that profits might be rolled up that were thoroughly worth while, and that the tariff, with its artificial protection and stimulations, gave them the opportunity to do these things and has safeguarded them in that opportunity.

Big Business and Its Control

I am not one of those who think that competition can be established by law against the drift of a world-wide economic tendency; neither am I one of those who believe that business done upon a great scale by a single organization—call it corporation, or what you will—is necessarily dangerous to the liberties of a great people like our own, full of intelligence and of indomitable energy.

Power in the hands of great business men does not make me apprehensive, unless it springs out of advantages which they have not created for themselves.

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Ex-President Roosevelt: *We favor co-operation in business, and ask only that it be carried on in a spirit of honesty and fairness. We are against crooked business, big or little. We are in favor of honest business, big or little. We propose to penalize conduct and not size. But all very big business, even though honestly conducted, is fraught with such potentiality of menace that there should be thoroughgoing governmental control over it, so that its efficiency in promoting prosperity at home and increasing the power of the nation in international commerce may be maintained, and at the same time fair play insured to the wage-workers, the small business competitors, the investors, and the general public. Wherever it is practicable we propose to preserve competition; but where under modern conditions competition has been eliminated and cannot be successfully restored, then the government must step in and itself supply the needed control on behalf of the people as a whole.*



IN his so-called "confession of faith," delivered at the Convention of the National Progressive Party, Ex-President Roosevelt puts himself on record in regard to many issues that have a direct bearing on business conditions. He declared himself in favor of the national incorporation of large business enterprises under the supervision of an Industrial Commission; of a protective tariff, to be adjusted with the aid of a permanent Tariff Board; of an immediate investigation of the largest industries having for its object the improvement of working conditions, the regulation of the hours of labor and the establishment of a minimum wage; of an old-age pension or insurance; of reform of our currency system. His views upon these various subjects were set forth at Chicago, as follows:

OUR AIM is to control business, not to strangle it—and, above all, not to continue a policy of make-believe strangle toward big concerns that do evil, and constant menace toward both big and little concerns that do well. Our aim is to promote prosperity and then see to its proper division. We do not believe that any good comes to any one by a policy which means destruction of prosperity; for in such cases it is not possible to divide it because of the very obvious fact that there is nothing to divide. We wish to control big business so as to secure among other things good wages for the wage-workers and reasonable prices for the consumers. Wherever in any business the prosperity of the business man is obtained by lowering the wages of his workmen and charging an excessive price to the consumers we wish to interfere and stop such practices. We will not submit to that kind of prosperity any more than we will submit to prosperity obtained by swindling investors or getting unfair advantages over business rivals.

Control of the Trusts

The anti-trust law must be kept on our statute books, and, as hereafter shown, must be rendered more effective in the cases where it is applied. But to treat the anti-trust law as an adequate, or as by itself a wise, measure of relief and betterment is a sign not of progress, but of toryism and reaction. It has been of benefit so far as it has implied the recognition of a real and great evil, and the at least sporadic application of the principle that all men alike must obey the law. But as a sole remedy, universally applicable, it has in actual practice completely broken down; as now applied it works more mischief than benefit. . . .

It is utterly hopeless to attempt to control the trusts merely by the anti-trust law, or by any law the same in principle, no matter what the modifications may be in detail.

What is needed is the application to all industrial concerns and all co-operating interests engaged in interstate commerce in which there is either monopoly or control of the market of the principles on which we have gone in regulating transportation concerns engaged in such commerce. The anti-trust law should be kept on the statute books and strengthened so as to make it genuinely and thoroughly effective against every big concern tending to monopoly or guilty of anti-social practices.

National Industrial Commission

At the same time, a National industrial commission should be created which should have complete power to regulate and control all the great industrial concerns engaged in inter-State business—which practically means all of them in this country. This commission should exercise over these industrial concerns like powers to those exercised over the railways by the Inter-State Commerce Commission, and over the National banks by the Controller of the Currency, and additional powers if found necessary. The establishment of such a commission would enable us to punish the individual rather than merely the corporation, just as we now do with banks, where the aim of the Government is not to close the bank but to bring to justice personally any bank official who has gone wrong.

This commission should deal with all the abuses of the trusts—all the abuses such as those developed by the Government suit against the Standard Oil and Tobacco Trusts — as the Inter-State Commerce Commission now deals with rebates. It should have complete power to make the capitalization absolutely honest and put a stop to all stock watering. Such supervision over the issuance of corporate securities would put a stop to exploitation of the people by dishonest capitalists desiring to declare dividends on watered securities, and would open this kind of industrial property to ownership by the people at large. It should have free access to the books of each coporation and power to find out exactly how it treats its employes, its rivals, and the general public. It should have power to compel the unsparing publicity of all the acts of any corporation which goes wrong.

The regulation should be primarily under the administrative branch of the Government and not by lawsuit. It should prohibit and effectually punish monopoly achieved through wrong, and also actual wrongs done by industrial corporations which are not monopolies, such as the artificial raising of prices, the artificial restriction on productivity, the elimination of competion by unfair or predatory practice, and the like.

(Continued on Page 229.)

LITTLE THINGS *that* SPEED ROUTINE

Nine Plans That Save Minutes in Getting Out the Day's Work

By Richard W. Proctor

1—Getting Rid of Confusion in the Mail Room

BY organizing its mailing department on the progressive-stage plan, a large mail-order concern in the middle west is daily enabled to break speed records in issuing circular matter.

Suppose a large mailing of circulars or letters have to be issued. Under the old plan each girl would be supplied with a batch of circulars, envelopes and stamps and told to prepare each letter for dispatch. While watching the mailing force at work one day the department head noticed the confusion occasioned each girl and the consequent loss of time through changing from one set of motions to another—from folding the letter or circular, to enclosing it in the envelope, for example. Experiments proved that greater speed could be made by letting each girl specialize in one class of work. Circular folding is a purely mechanical operation and speed comes with constant repetition and concentration.

This mailing department is now arranged on the progressive plan. The girls are seated at long tables and each concentrates her efforts on one operation. For example, the first girl folds the letters, the second girl folds the circulars, the third girl encloses both letters and circulars in envelopes, the fourth girl turns in the flaps, and the fifth girl affixes the stamps. To break the monotony of the work for the girls their duties are changed daily.

Stamps are affixed quickly by tearing long strips from the sheets as they come from the postoffice and running each strip over a moist sponge. By this means one moistening suffices for a string of a dozen or more stamps. Several different stamp affixers are now being tried out in this department.

2—How to Distribute Papers Within the House

IN ANY OFFICE with a number of departments inconvenience is frequently experienced through lack of boys to carry papers from one department to another. Some concerns maintain a staff of boys in a central department whose duty it is to answer bell calls from the various departments. In theory this plan is all right, but it generally fails to work out in practice. No matter how many boys are maintained, bell calls will frequently be unanswered owing to the boys being employed on other duties.

One concern overcomes this difficulty by maintaining an "Incoming" and an "Outgoing" basket in each department. Each department is visited by a boy once every half hour, who places in the "Incoming" basket papers from other departments and takes from the "Outgoing" basket papers for distribution. Two or three boys are operated on time schedules—it is their sole duty to visit each department at stated periods. In no circumstances are these boys allowed to perform other duties that might take them away from their set-time tasks. Special calls are cared for by boys who are not operated on a time schedule. This plan not only insures that inter-department matters are handled on set schedule, but it saves a large amount of waste effort by boys carrying messages indiscriminately and thus crossing each other's tracks and duplicating errands many times each hour.

To save department employes the trouble of writing on outgoing papers the department to which they are destined, printed slips are supplied on which are listed the names of the departments. One of these slips is attached to each outgoing batch of papers and a check mark placed against the name of the department for which it is intended.

3—Little Kinks That Save Time in Correspondence

IN NEARLY every batch of correspondence to be answered the dictator will find occasion to look up data upon which to base his replies. Some correspondents sort their mail into two batches: first, letters that can be answered right away, and second, letters that require reference to the files, and so forth. While the stenographer is busy transcribing replies to the first batch the correspondent looks up data on the second batch. This plan economizes the time of the stenographer by not keeping her waiting at the dictator's desk while papers are being looked up.

Another method is to turn all incoming mail over to one's stenographer, have her look up the necessary data upon which to base replies, and attach it to the letters that neccessitate its use. The plan is a great time-saver for the correspondent and is by far the most effective. The only essential is that the stenographer be in close touch with all the correspondence and possess a working knowledge of the business.

4—Making It Easier for the Bill Clerk

OVER ONE-HALF of the time of a billing machine operator is usually taken up in sorting the various forms in their proper order and placing carbon sheets between them. A concern that maintains a large battery of billing machines cuts out this waste of time by having a low-priced girl keep the operators supplied with forms sorted in their proper order ready to be placed in the machines. The saving in this method is obvious when it is considered that a five dollar a week girl can relieve a twelve dollar a week billing machine operator of this work.

5—Getting Out Reports of Committee Meetings

A LARGE CONCERN that operates its business on the committee plan has a typewritten copy of the proceedings of each meeting presented at the close of the meeting to each person present. Experience had proved that these written reports were necessary to remind those present to get action on details that had been turned over to their care.

On an average it took the stenographer two or three hours to transcribe a report of each meeting and to prepare the necessary number of duplicate copies. Thus, members present at the meeting were handicapped in getting prompt action in that their reports were not available promptly after its adjournment.

This difficulty was overcome by operating stenographers on the relay system. Two stenographers are now allotted to each meeting. The first stenographer will take notes for say a half hour and then type them out while the second stenographer fills his place at the meeting. As soon as he has transcribed his notes he relieves the second stenographer, and so forth, in rotation. By this method committee reports are now available promptly after the close of each meeting.

(Continued on Page 220)



In this firm all stenographers are assembled in one room under the supervision of a competent woman manager, who is responsible for their output.



When dictation is required a girl is assigned to the task by the head of the stenographic department. The girl goes where she is sent, reports back, hands in the finished work and is immediately given another assignment.



In this concern the errand boy has been abolished, fetching and carrying is done by girls who are assigned to the duty as a relief from constant stenographic work.



Good light is an aid to efficiency in office work. The desks in this office have been arranged to take advantage of the light and the girls' preferences as to position are considered as far as possible.

Getting More WORK Out of the GIRL in Your EMPLOY

Plans that Increase Output and Add to the Efficiency of the Office Force

By Cromwell Childe

THE way to get the most out of women in business is to treat them like machines—that is, with the same care and consideration that you give to a machine." So said a young executive who had succeeded to the control of a large and prosperous manufacturing establishment. Were it not for the final clause, his statement might have sounded brutal, but it was just the reverse.

"Machinery," added this manufacturer, "has all the attention, thought and good treatment that it requires. Skilled foremen watch and guard it, never allowing it to run beyond its capacity, with eyes open for over strain. Ordinary business instinct teaches us this. We know that, otherwise, no machine can give good service. The same applies to the human machinery that is a part of our equipment, and particularly to the feminine portion of it. The capable business girl does not care for personal recognition. She does not ask for favors, in factory, shop or office. She feels that she is a part of the plant, and takes a keen pride in doing her work well—no one except herself knows how much pride she takes. I always try therefore to make each woman I employ feel that she has an important place in my plant, and make it a point to treat her with a great deal of consideration for that reason.

"Women in business are not men. They have their special characteristics. Those that are valuable are prompt, faithful, obliging, handy, tireless, fair and just, and intensely loyal. They ask mainly for fairness, appreciation and to be left alone and not followed up in petty little ways when they are doing their work. If she is competent and knows she knows her job, no woman wants to be bothered. You wouldn't disturb a machine that was running perfectly."

Paying a Girl for the Work She Does

WHETHER hard driving or special consideration or individual interest in the feminine employe is the best method, from the practical point of view, to get her to increase her daily output of work is a question, however, that not all managers have solved. One of the great Western commission houses claims that it has solved the problem somewhat differently from the manufacturer quoted above. It employs several hundred women as stenographers and typewriters, and has the daily work of each calculated with precision. It has established a "Minimum Standard." If a girl any week falls below this, that is, actually does less work than the "Standard" calls for without good reason, she is automatically discharged. Each young woman is paid in accordance with the work she has performed, precisely as if she were a workman on "Piece work." No allowance is made for her not feeling well, or for being slower some days than others. Each girl's typewriter is fitted with an attachment that shows precisely the work done on it each day. When the girl goes to take dictation a slip is filled out and placed on record, showing the time she has been away from her desk and how many letters she has taken down. Statistics, since this system has been put into operation, indicate that in this one house over thirty per cent more work has been accomplished with the same force.

In spite of the effectiveness of this system, however, there has been much criticism of the "Minimum Standard." Its most ardent supporters admit it can only be handled effectively in a great establishment, since to keep the operators up to the standard and in the grades up above there is required expert supervision of a very high class and a centralized stenographers' and typewriters' department.

Standardizing the Force

THIS latter is one of the large corporation plans of the day for getting high efficiency from the young women of the note book and the machine at a low total cost. It does not always include the "Minimum Standard," though in some cases this system has been adopted in connection with



Accounting Office, Standard Welding Co.

What You Can Do With The Comptometer

A good illustration of the universal scope of the Comptometer—its complete adaptability to every form of accounting—is shown by the different kinds of work on which it is employed in the offices of the world's largest producer of automobile rims —The Standard Welding Company, Cleveland, Ohio. The conditions of work here embrace all the operations of business arithmetic—those common to the smallest business as well as the largest.

All kinds of figure work in every department of this institution has been given over to Comptometers as the most economical and efficient means of disposing of it.

Next to regular daily use of the machine in your own office, the most satisfactory evidence of what you can do with the Comptometer is furnished by what others are doing with it and the results they get from it.

How and Where They Use Them

General Accounting

The bookkeepers are using two Comptometers in this department with excellent satisfaction, for balancing ledger accounts, proving daily postings, taking off trial balance, and other additions.

Billing

In the Billing Department, bills are extended and checked on a 12-column Comptometer in a fraction of the time it took to do the same work longhand. The time and labor saved in this department, when reduced to a money equivalent, makes the price of the machine appear very small indeed. Add to this the even greater value of freedom from errors and you have the combination which makes the Comptometer indispensable to the billing department.

Costing

Two 8-column Comptometers, with fraction column to 8ths, are used for all the figuring connected with their very complete cost system.

"My men like them, use them, need them and I would like two Comptometers for my department," was the report of the manager of this division, who had been, up to this time, partial to the slide rule for working up cost data.

Pay Roll

The payroll is largely piece work, with some premium features. Footings and extensions are made with four 8-column Comptometers. At the first attempt after the machines were put in, the work was finished on time. A whole day was gained in making up the next payroll and even then the limit of time-saving was not reached.

Purchasing and Operating

A 12-column Comptometer is doing the work in the Purchasing Department. In the Operating Department one of eight columns is used on miscellaneous work.

What this company was looking for was a machine of proven dependability for rapid and accurate service—one with wide enough range to meet every requirement of handling figures in all departments of accounting.

They found it in the Comptometer.

Let our demonstrator call and show you the advantages of the Comptometer on your work. Let him teach your clerks how to use it on all the figure work of accounting.

Our booklet, "Rapid Mechanical Calculation", free on request.

FELT & TARRANT MANUFACTURING CO., 1722 North Paulina Street, Chicago, Illinois



AMERICAN TELEPHONE & TELEGRAPH CO. AND ASSOCIATED COMPANIES — LOCAL AND LONG DISTANCE TELEPHONE — BELL SYSTEM

Your Telephone Horizon

The horizon of vision, the circle which bounds our sight, has not changed.

It is best observed at sea. Though the ships of today are larger than the ships of fifty years ago, you cannot see them until they come up over the edge of the world, fifteen or twenty miles away.

A generation ago the horizon of speech was very limited. When your grandfather was a young man, his voice could be heard on a still day for perhaps a mile. Even though he used a speaking trumpet, he could not be heard nearly so far as he could be seen.

Today all this has been changed. The telephone has vastly extended the horizon of speech.

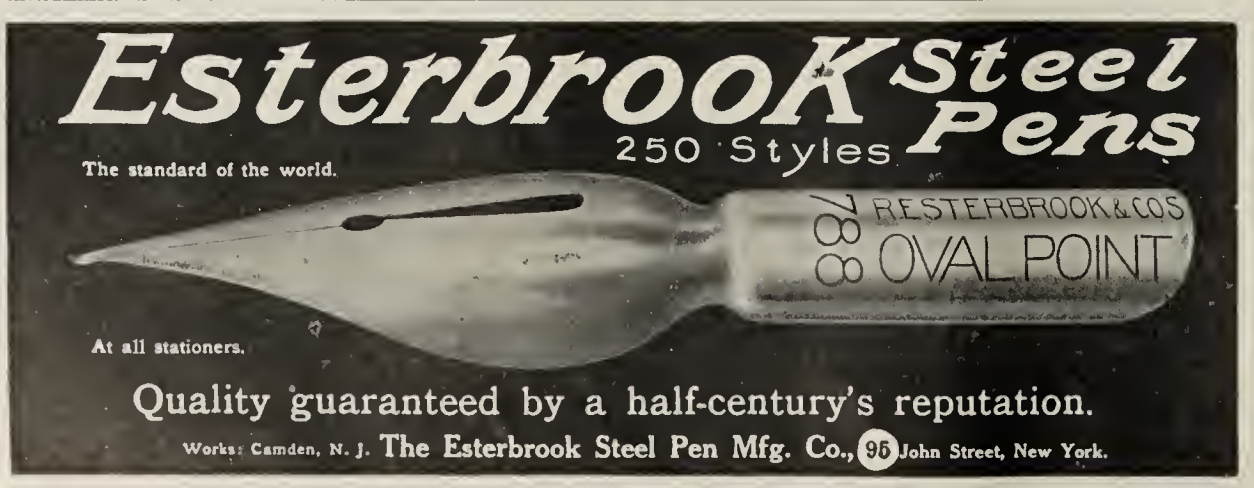
Talking two thousand miles is an everyday occurrence, while in order to see this distance, you would need to mount your telescope on a platform approximately 560 miles high.

As a man is followed by his shadow, so is he followed by the horizon of telephone communication. When he travels across the continent his telephone horizon travels with him, and wherever he may be he is always at the center of a great circle of telephone neighbors.

What is true of one man is true of the whole public. In order to provide a telephone horizon for each member of the nation, the Bell System has been established.

AMERICAN TELEPHONE AND TELEGRAPH COMPANY
AND ASSOCIATED COMPANIES

Every Bell Telephone is the Center of the System.



it. The theory of this "centralized department" is that in any large business, where many typewriters and stenographers are employed, some of them, in the individual offices, will have little to do now and then, perhaps for several hours at a time. This is lost motion and salary wasted. So, under this plan, all the stenographers and typewriters are assembled in one big room. They have an executive head, a woman of special ability in handling other women. Her task is to do all the stenographic and typewriting work for all the departments with the smallest possible staff. All the girls she has are of the came calibre and are paid the same salary—generally fifteen dollars a week—or, possibly, if there is a good deal of plain copying work, there are two grades of girls. Young women of distinct individuality or special ability are not wanted. The object is to standardize the force.

If a "bureau" like this is conducted scientifically only the very big executive heads of the business, and sometimes not even them, have their own stenographers. Every one practically has to call upon the "centralized department." The force here is just large enough to do everything, working at top speed eight hours a day. The woman head deploys these girls, seated below her as if they were an army. She has carefully figured so that she can meet all ordinary emergencies and demands. If a sudden unexpected rush of work comes in she is prepared. In ten minutes a competent "temporary" is seated with the regulars, perhaps several "temporaries." An arrangement has been made, at a certain low rate per hour, with a nearby agency. Outside girls like to take these temporary jobs for the reason that they may in this way get on the regular staff. The instant the day's work drops to its normal the "temporary" goes away, even if she has been on duty only for an hour, and the "regulars" only are to be found working.

When a stenographer is needed by any department the woman head of this "centralized staff" is telephoned to. She instantly taps a bell, and calls out the name of the next girl on a list before her. That girl is at that moment busy. No girl is ever allowed to remain idle. "Miss Brown." Miss Brown immediately rises—delay would cost her job. She gathers up her note book and pencils, and by the time she has walked over to the desk of her chief a slip is ready for her. It gives her name, the name of the man who is to dictate, his room number, and a time clock stamps the precise minute. The girl goes where she has been sent, takes the dictation, reports back, transcribes her notes, hands over the finished work—which is at



An Aid to Business Correspondents

Sent Free Upon Request

TEN years' experience in form-letter writing has been boiled down into ten short talks, and published in the booklet pictured above.

Every business man who writes or passes upon form-letters should read this booklet.

It tells how to write form-letters that *pull*. It points out common errors that should be avoided. Indeed, most of its precepts can be applied to the improvement of individual correspondence.

Write to-day for a free copy of this booklet: "Chalk-Talks on Form-Letter Writing."

Although these "Chalk-Talks" are reprinted from the "Layman Printer"—the monthly magazine we send to users of the Multigraph—they are entirely free from bias as to mechanical means.

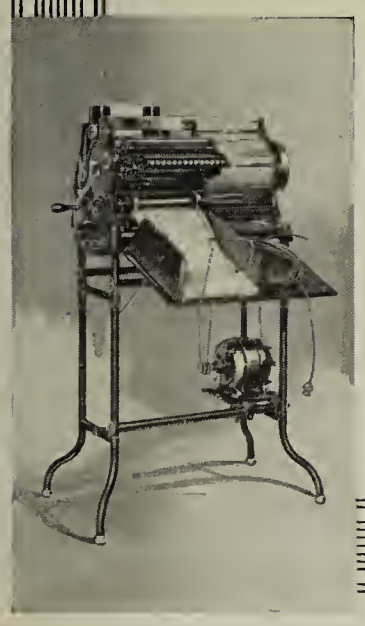
They deal only with the thinking you should do, the tests you should apply, every time you write or criticise a form-letter.

But of course we're selfish in wishing you to have the booklet. We wish you to see for yourself what seems so hard to believe—that the Multigraph does real printing as well as form-typewriting.

The booklet was printed throughout—cover and inside, pictures and type—on the Multigraph. The printing is so sharp and clear-cut that until told otherwise you'd think it the product of a first-class printing-office.

The Multigraph prints advertising, stationery and system-forms at 25% to 75% less than printers' prices, without in any way interfering with its original form-typewriting function.

Operated by your own employes, in the privacy of your own office, it offers great possibilities for business betterment. It makes money by getting more business; saves money by reducing printing-costs; and adds greatly to promptness and convenience.



THE MULTIGRAPH

Produces real printing and form-typewriting, rapidly, economically, privately, in your own establishment

The extent to which the Multigraph can serve you profitably is a question that requires investigation—but you can investigate without fear of being talked into an unprofitable purchase.

You *can't* buy a Multigraph unless you need it

Your business must prove its own need; but one of our representatives will gladly help you to dig up the facts. Meantime, ask us for literature, specimens, data. Write to-day. Use the coupon. Also ask us about the Universal Folding-Machine and the Markoe Envelope-Sealer. Both save time and money where outgoing mails are large.

THE AMERICAN MULTIGRAPH SALES CO.

EXECUTIVE OFFICES
1804 East Fortieth Street Cleveland

Branches in Sixty Cities—Look in your Telephone Directory
European Representatives: The International Multigraph Company, 59 Holborn Viaduct, London, Eng.; Berlin, W-8 Krausenstr. 70 Ecke Friedrichstr.

What Uses Are You Most Interested In?

Check them on this slip and enclose it with your request for information, *written on your business stationery*. We'll show you what others are doing.

AMERICAN MULTIGRAPH SALES CO.
1804 E. Fortieth St., Cleveland

Printing:
- ___ Booklets
- ___ Folders
- ___ Envelope-Stuffers
- ___ House-Organ
- ___ Dealers' Imprints
- ___ Label Imprints
- ___ System-Forms
- ___ Letter-Heads
- ___ Bill-Heads and Statements
- ___ Receipts, Checks, etc.
- ___ Envelopes

Typewriting:
- ___ Circular Letters
- ___ Booklets
- ___ Envelope-Stuffers
- ___ Price-lists
- ___ Reports
- ___ Notices
- ___ Bulletins to Employees
- ___ Inside System-Forms



This Machine Puts The Postman on Your Sales Force

He delivers direct to your customers the latest news of your store—there is no time lost—no chance of not being heard—no waste circulation to such advertising.

You can publish in the privacy of your own office—at a moment's notice—statements, price lists, announcements, circulars and all kinds of office forms, with the help of an

UNDERWOOD
Revolving Duplicator

at less than the cost of printed circulars. Your office boy can do the work easily and quickly.

The Duplicator will soon pay for itself. It will save you typewriting cost, printing bills and advertising expense. You will find it useful every day.

The Underwood Revolving Duplicator is the best duplicator on the market regardless of cost. Simple, neat, clean, compact, will not get out of order. Supplies inexpensive and not restricted.

Write for Catalog

UNDERWOOD TYPEWRITER CO.,
(Incorporated)
Dept. K, Underwood Building
30 Vesey Street, corner Church, New York City
Branches in all Principal Cities.

once sent to the man by a messenger. The instant a girl is through with one piece of work she is started upon another.

One large company that has been working for a year or so along these lines finds that its present "centralized bureau" with twenty girls does the work that required thirty when each individual office had its own operator. The gain, of course, is in all the "slack" taken up, and the complete elimination of waste. Under a competent woman each girl is steadily employed every moment of her working day. The "centralized system's" opponents claim that the work done is not so good, that any girl works better when she is used to the ways and peculiarities of one man or a small group of men only. But that more is actually gotten out of the girls in this way seems to be proved.

How One Firm Gets More Effort at Less Cost

BY THE expenditure of a hundred dollars now and then a business man in one of the big cities of the Atlantic seaboard has cut down his office payroll a good many hundreds a year. His method is a very simple one. It consists in constantly adding to his office equipment every little convenience and nicety he can find that will add to his girls' comfort, help to speed up their work, or make some particular task easier for them. Not only does he keep on the watch for these things himself, but he has each girl looking out for and suggesting office improvements. It is remarkable, in this establishment, how work has "eased up." There is no falling off in quality or quantity, and everything is done much more pleasantly and with infinitely greater quickness. Six girls make up the office staff in this particular concern. Five years ago the same number were needed for not nearly the detail and rush of the present moment. The proprietor figures that each girl today does half as much again as the girl of a few years ago.

None of the improvements introduced into this office is costly or revolutionary in itself. All have been little things that the average man would not think it worth while installing. Every girl, for example, has a chair that exactly fits her back and is cane seated. The desks have been carefully placed to take advantage of the best light, and each girl's individual preferences of position are considered, so far as possible. If a girl will come every morning for a week at 8:30 instead of 9, she can take an afternoon off the next week—any afternoon she may choose. This gives a girl special time for shopping, matinees, or for an afternoon to go home and sleep. It is immensely popular with the young women, and just this one idea has added much to the actual output of each.

The minor mechanical conveniences that have been installed count much more than would be imagined. Every girl's machine has a "silencer" on it. Typewriting clicking is more or less wearing on the nerves, and the absence or rather the diminution of this particular noise greatly increases the efficiency of more than one highly nervous girl. Some machines are equipped with keys having black tops with white characters (for use under electric lights, many have rimless keys, made error proof for speed so that the fingers cannot catch.

In this office, as in many others, the errand boy has long since been abolished. Whatever outside fetching and carrying is to be done is a part of the work of the girls. This outside work is handled very cleverly and turned into a distinct advantage. Without destroying the routine or hindering any individual work these little trips are daily distributed among the staff so that, just when she most needs it, each girl can get a whiff of fresh air and a brisk short walk or ride. The typewriting machines are regularly inspected before they happen to need it, and are kept in the pink of order. An extra typewriter is always in readiness. The girls who have charge of the accounts have special desks, with specially adjusted footrests. In the corner of one room, well out of sight, is a small, comfortable sofa which has been worth its weight in gold to young women, for the scraps of rest they could get on it; but no girl has ever abused the privilege of resting here out of sight of the activity of the office. The "boss" got the idea of the sofa from a visit he once made to a telephone exchange, where the "rest room" was a feature, and a very effective one.

In little ways like these the girl is helped along until, in the long run, her efficiency goes up thirty, forty, fifty per cent. There is yet another feature of the system. Some managers have criticised it sharply, but this office head firmly believes in it. Every once in a while, when a day is hard and the office practically swamped with work, a basket of fruit or several boxes of confectionery mysteriously appear. If you tax this man with being kindly he laughs at it. "I am simply using good common sense," he says, "and saving expense in operation. Human labor is the most costly thing of all. My force costs me less than any other doing similar work. In anything you get your best results by making your people happy and contented and giving them every facility. There is nothing that pays so well as this policy."

If our name is not on the barrel-heads in your varnish shop—

Get Busy



BERRY BROTHERS' VARNISHES

BERRY BROTHERS, Ltd.
Established 1858
Factories: Detroit, Mich., and Walkerville, Ont.
Branches: New York, Boston, Philadelphia, Baltimore, Chicago, Cincinnati, St. Louis, San Francisco.

THE name "Berry Brothers" on can or barrel-head means more than varnish.

It means more than the price per gallon. What it really means is—*the right result for you.*

We are not interested merely in selling a certain number of gallons of varnish.

From our point of view there's something more important—

That something is *the net result* from your use of the varnish.

What we want to sell you is a *result*—better finishing at your old price, the same finishing at a better price, or at a saving in time. Sometimes we succced in giving a concern all of these results at one and the same time.

We have been so successful in selling *results*—through experts who understand shop requirements—that you cannot afford to overlook the possibility of our helping you.

Asking us to send one of our experts to you will in no way place you under obligations to us.

Have you seen this newest filing system?



STYLE 160-8 "ARF"

THE TRADE MARK UNIFILE

ASK YOUR DEALER TO SHOW IT TO YOU

WRITE for our new booklet which tells how to solve your filing problems.

UniFile Manufacturing Company
534 McCormick Bldg.
Chicago

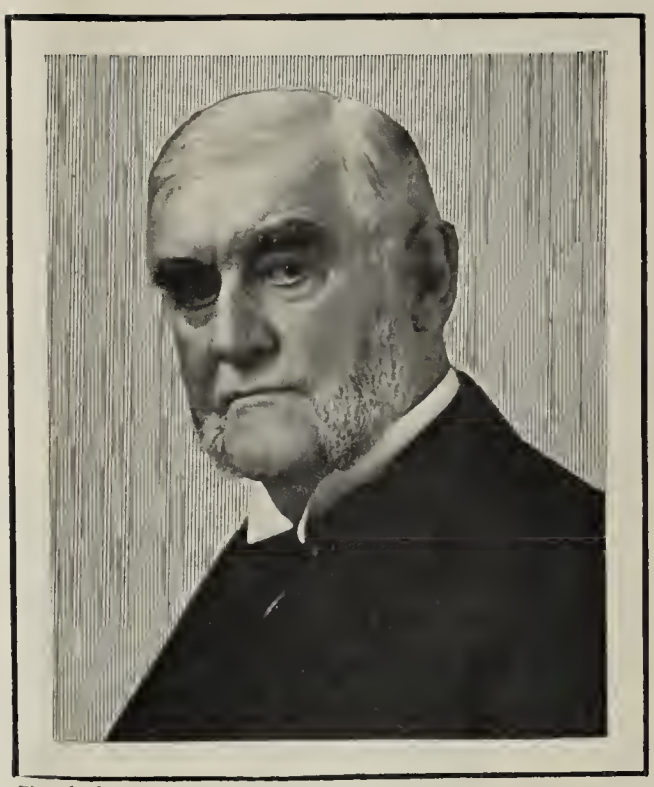


Photo by Steffens

MARVIN HUGHITT

MEN *in the* HARNESS

A Department of Fact and Comment About Business Men Who Are Doing Things

The Grand Old Man of Railroading

A THROUGH train from Chicago to St. Paul, on the Northwestern, was standing blocked near a small station rather early one morning not very long ago. Some of the passengers noticed a middle-sized, active man, who seemed past 60, but young looking for that age—he is really 75—walking briskly along the right of way.

"You don't know who that man is" queried the porter, a note of pride in his voice showing that he knew very well. "Well sah, that's Marvin Hughitt, the boss of this here road, and he's making one of his regular trips over the line."

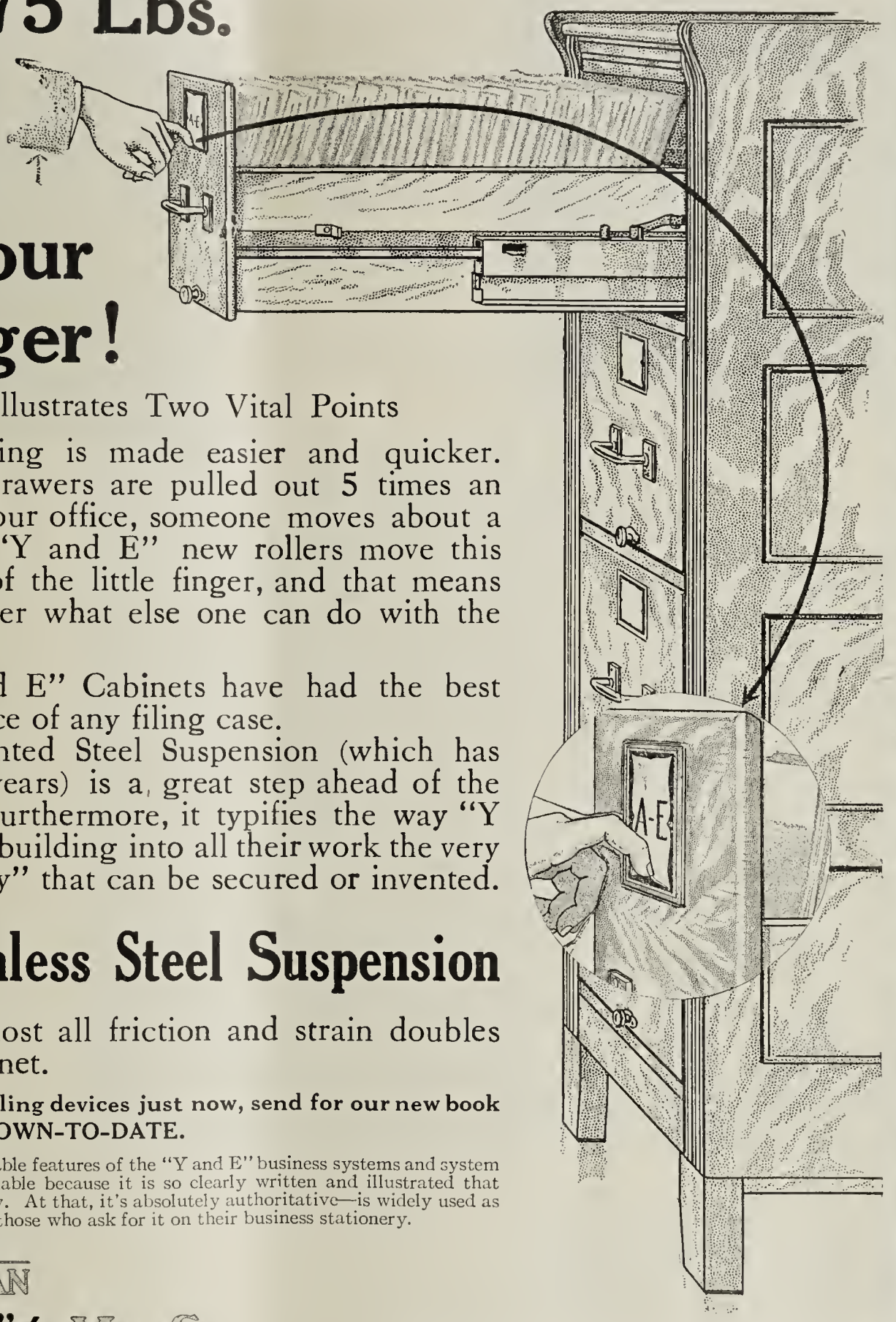
The porter spoke the truth. Despite his years, Marvin Hughitt is today as closely observant of all departments of the Chicago & Northwestern Railroad, of which he was president from 1887 until 1910, as he was in the early days of his incumbency. His trips over the line are a periodical feature of his work, and his bright, clear eyes are quick to see anything whatever that is amiss. He does the trips in his private car, of course, but the car isn't much like some famous railroad vehicles of its class. It is fitted up for business, and its cook has to be an early riser, 5 o'clock being the latest that he can allow himself to sleep. For Mr. Hughitt wants his coffee regularly at 6 o'clock and the cook has to be astir an hour before then if he would not disappoint "the old man," who really may be termed the Grand Old Man of railroading in this country.

When he resigned from the presidency of the road, two years ago, it was believed he would retire from active business. Instead he took the chairmanship of the board of directors. On his 75th birthday, a friend asked him if he intended to retire soon. Mr. Hughitt shook his head and laughed, saying—"No, sir, I'm going to work harder than ever."

As a leading railroad authority, his judgment is supreme. If William McKinley wanted sound advise on the railroad question, he sent for Marvin Hughitt. So did Mr. Roosevelt. There was a conviction at the White House during the administration of both presidents that Marvin Hughitt would never suggest or argue anything that was injurious to the public interest.

Under the management of this veteran railroad king, the Northwestern railroad has ever been clean and above board in its dealings. In Chicago it has been refreshingly free from suspicion and scandal in its negotiations with the municipality, where stands the company's great $20,000,000 passenger station.

Pull Out 75 Lbs. with the Sensitive Nail of Your Little Finger!



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This book tells also the many other valuable features of the "Y and E" business systems and system equipments. It is a valuable book—valuable because it is so clearly written and illustrated that a busy man can grasp its message quickly. At that, it's absolutely authoritative—is widely used as a school text book. The book is free to those who ask for it on their business stationery.

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An Indestructible Binder

The De Luxe Binder has a formed steel case which is light, compact and unbreakable — a decided improvement over the brittle, easily broken aluminum cases formerly used. The mechanism is simple, yet strong and durable, gripping the sheets firmly, as in a vise, and holding them always in perfect alignment. The De Luxe is shown in the illustration with the new improved curved hinge which allows the covers to drop back on the desk without throwing the leaves into a curved position.

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We have adopted for all our stock and special ledger sheets the new Flexo Linen Ledger paper, made by the celebrated Byron-Weston Mill. This paper is treated by a patented process as it is being made, and a flexible hinge is formed, which causes the sheets to lie perfectly flat in the binders. Carried in stock in seven forms of ruling and seventeen sizes.

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ANDREW D. DAVIDSON

Marvin Hughitt began active life when little more than a mere boy as a telegraph operator at Utica, N. Y. Telegraph lines as well as railroads have changed since then, and the young man's duty every morning, was to wire to the main office a statement showing how much money had been taken in for commercial telegrams the day before.

When he first went west he got a job with the Illinois and Mississippi Telegraph Company, long before the Western Union had secured its sway. Then he took charge of the old Chicago & St. Louis Railroad's telegraph system, and his duties included that of trainmaster. The road is now the Chicago & Alton, with which Harriman and his friends had a lot of fun some years ago. From this road, Hughitt went to the Illinois Central. After a brief stay there, he went to work for the Chicago & Northwestern. That was forty-one years ago. He has been "on the job" ever since.

The Father of the American Invasion

ANDREW D. Davidson is better known in about seventeen languages as "The Colonel." He is a big man mentally, and east and west. From the boots up to his head is not very far from the ground, but he gets into a Pullman sideways—a broad-gauge man whichever way you look at him.

Ten years ago the Colonel was doing a right smart business. He was a banker in those days, holding a hard-won title as a strong right-arm man in the commercial arena. Born on an Ontario bush farm; broadened in the Wisconsin pineries; disciplined on a Minnesota railroad; inspired by a successful demonstration of the profitable agricultural propensities of cut-over timber lands, he went to Chicago to ferret out a big job.

Andrew D. didn't belong to the class which sits in the stove corner waiting for opportunity to bruise its knuckles on the oak veneer. He opened the door and went out after things. He looked around for something wrong to set to rights and he found it. Chicago, the primary market of the world's wheat, was neglecting a great big business opportunity; Chicago was the dead-center of the most active wheat-producing area in the world, with only a little more than the bottom half of the circle under development. The Colonel didn't stop to whine out criticisms; he was too much of a constructive genius for that. He started to set wrongs to rights.

Other men before him should have seen that empty sentiment and an imaginary line drawn across the continent was all that separated the primary wheat market of the world from a vast and prolific source of supply. But Andrew D. wasn't strong on sentiment if it affected business, and he had his own ideas about imaginary lines. What the Colonel did see was a many-million-acre tract of the richest wheat land in the world idling away its time because nobody had sense enough to make it work for a living. Andrew D. Davidson had found his big job.

The Colonel's idle-rich acres lay on the Canadian side of the forty-ninth parallel—the Saskatchewan valley, to be exact. The Colonel didn't exactly discover the valley. It was a thousand or so miles long and a few hundred wide—hardly a negligible

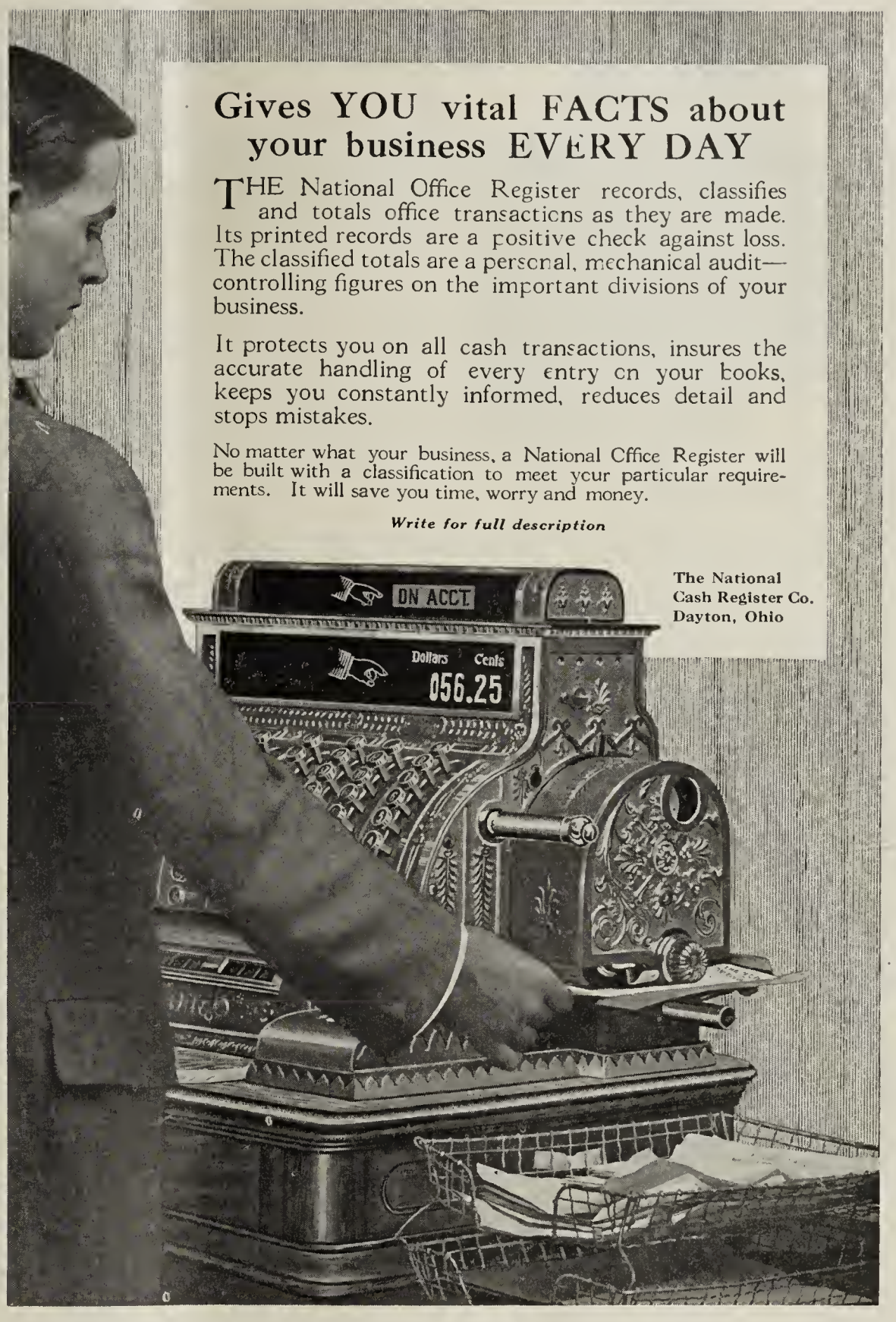
quantity in the country's topography, but neglected nevertheless. And out of the other fellow's neglect came Davidson's opportunity. It was a valley of vast potentialities, an area of almost illimitable fertility; an empire lying fallow without man or beast to liven it. But the Colonel soon changed all that. Thousands of men and millions of dollars were needed and they were needed at once. The Colonel's task was to overcome prejudice, dispel ignorance and force quick action. He had to move thousands of men and millions of money from comfortable homes and interest-producing channels in their own country to a new land and new conditions. It was a big job, even for Andrew D., but he did it.

Davidson tackled his job in a big way from the start. He created the first and one of the greatest land-selling organizations that have canvassed the United States. Every detail of his plan was the finished work of a master mind. He started the great American invasion of Canada.

Here is the story of the record sale. It was early in June, 1902, that Colonel Davidson found himself in control of one and a half million acres of the Saskatchewan valley. He had just returned to Chicago from Toronto, where he had completed his deal, when he met at lunch with a half-dozen friends, all of them bankers. Davidson suggested that these men should go with him and see for themselves that the land of the Saskatchewan valley was good. Within an hour every man of the party had accepted the invitation and other Chicago bankers were added to the list. A private car was engaged and at the Colonel's suggestion the bankers extended the invitation to their correspondents in the country. The country bankers accepted to a man. The one car had expanded to eleven by the time the returns were all in, and the party, all bankers, left Chicago as promised on the 15th, in a special train of their own.

On the way they were joined by other bankers until the Colonel's guests filled so many cars that the train had to run from St. Paul to Winnipeg in three sections. It was the beginning of the American invasion. Five hundred bankers, from all over the Middle Western states, in a special train of three sections, the guests of one man who was taking them to see a country he believed in.

Nobody heard anything about buying land. The Colonel was out to prove his contentions and hammer home his conviction that the biggest and best wheat-producing area on the North American continent had hitherto been neglected. He knew these men were keen and appreciative judges of profitable opportunities if



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GEORGE M. REYNOLDS

the opportunities were displayed to them plainly enough. The party spread out over the prairie and read the signs for themselves. Those country bankers knew land when they saw it. The city bankers promptly saw a great big opening. The land spoke for itself. Within two or three days that excursion party, without the slightest solicitation, had bought nearly two hundred thousand acres. The Saskatchewan Valley was firmly fixed on the map of North America and Davidson's work was well begun.

Within another six months 1,250,000 acres had been sold and the following summer saw thousands of settlers moving in and breaking for their first crop.

A Banker Who Has Stood by His Principles

A POWERFUL figure in western banking circles is the president of the Continental and Commercial National Bank of Chicago, George M. Reynolds. He has a national reputation as a well informed and able financier, and his experience in banking matters has been comprehensive. It began when he was but fifteen years of age, when he took his first job in the only bank in the little town of Panora, Iowa. From that time on his progress in his chosen vocation has been on the upward trend, and he attributes his success principally to close adherence to high ideals in business, and a constant avoidance of the thought that achievement of any kind is to be measured by the eight-hour law. "Forget the clock, young man." That is some of his advice to the youth who would forge ahead in the banking business, or any other commercial activity.

"The trouble with the average young man of today," declares Mr. Reynolds, "is that he wants to get to the top too quickly. He is restless and he forgets that 'Rome was not built in a day.' And when some of these restless young men are suddenly elevated to places of comparative trust and responsibility, their eagerness to get to the top, makes them undervalue the supremity of high ideals in business life they figure that it really doesn't pay to adhere to the underlying principles of success, honesty and integrity, and they lose sight of the cardinal truth that the man whose word is as good as his bond is already on the road to top-notch success."

The greatest honor which has come to Mr. Reynolds, in his opinion, is the invitation which was extended to him in 1907 by the government, to be one of the members of the commission which went to Europe to study the currency systems of the countries of the world. During the same year he was one of the five members of the Chicago clearing house committee, who stepped into the breach during the "financial panic of 1907," and won the gratitude of their fellows in the financial world, by the firm and wise manner in which they handled the crisis. Membership on this committee is one of the greatest distinctions which can be conferred locally on a banker, and it was conferred on Mr. Reynolds, when a vacancy occurred, owing to the death of the late James Eckels, who was long a familiar personage in western financial circles.

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International Accountants' Society
Detroit, Mich. June 16, 1911

Gentlemen:—I must apologize for delay in answering your recent letter, but have been too much pressed for time.

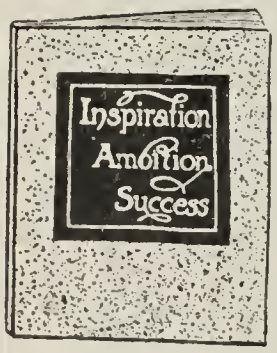
All three of the successful candidates in the recent C. P. A. examination were graduates of your course and all feel that they were aided materially by the mind training it gave them.

There were no questions on cost accounting at this examination, but the papers covered a very broad field. The time was ample with the possible exception of the last paper on practical accounting in which there was a question on the merger of three corporations which involved a large amount of detail.

With best wishes, I am
Yours very truly,
EDGAR T. WAGNER

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Checking Up the Office Force

How a Large Concern Keeps Tab on the Time Efficiency of Its Employes

By James Cooke Mills

WHERE the time clock system is used for recording the time of office employes, a great many honest and conscientious clerks seem to feel that it herds them with the factory help. By some logical or illogical reasoning they come to look upon the system itself as a hardship, when in reality it is merely an aid to discipline.

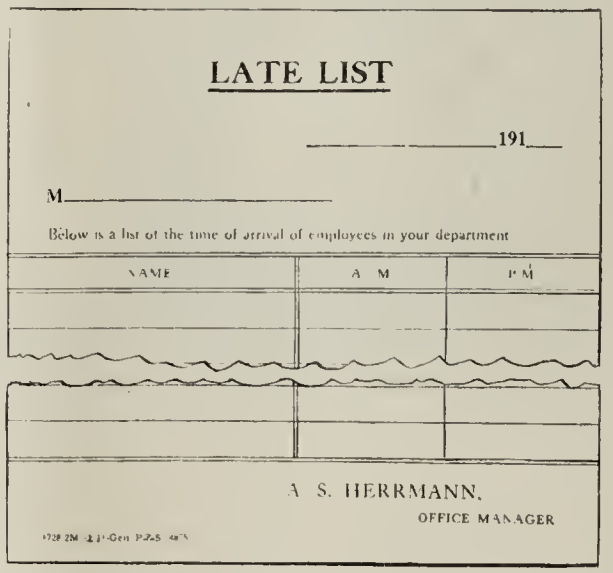
On the other hand a goodly proportion of the office force favor the time clock system, and see no objection to it. They contend very reasonably that, inasmuch as it is almost universally used in the factory, there is no good reason why it should not be applied to the office as well. These are the ones who generally come to their work for the love of it, and are prompt as a matter of conscience or duty, and as a habit of life. Occasionally there is one who would prefer having the matter of duty, as to hours worked, labor, and efficiency left to his or her honor, but none should forget even though they are strictly honest that some system to check them is made necessary because of the delinquents. It is on account of the slackness, the disregard,—the dishonesty as to time, of the one in ten of all employes, that the whole force must be put under discipline in the effort to realize office efficiency. In theory the other nine do not need checking up.

One concern, however, having an office force of 350 people employs a very different method of arriving at the same results. Instead of checking up each and every employe, they place the whole matter to a large degree on their honor. Still, realizing that a few here and there in the various departments are without a keen sense of what constitutes personal integrity, they proceed to check up the *delinquents*. Under this plan all the really conscientious men and women are not subjected to any annoyance, so long as they comply with the regulations and rules of the office.

To effect this result the door man keeps a tab of those coming to work late; and he insists on those leaving for any cause during office hours making a prescribed record of the fact. He has simply a plain form on which he enters the name of employe, and time in or out, as the case may be. These slips he places in a tin box through a slot in the top. The box is opened daily in the paymaster's office, and the slips examined and filed for ready reference.

No employe is docked for being late, but if a number of late slips are filed against him during a month, he is called in and given a reprimand. The second time it occurs he is "called down" hard, and it may be regarded as a sufficient cause for discharge. On the other hand the company is liberal, with this club over his head, in construction of his explanations. Everyone who intends to do right is encouraged to stay and improve his ways.

In order to inform the heads of departments of those under them who happen to be late, a report form or Late List is made out daily by the office manager's clerk. This is simply a list giving the name and time, either "A. M." or "P. M.," in respective columns. It is intended as a guide to department managers in handling the lates. Often a word of caution and advice may save them from the humiliation of a "call down." It is a strong link in the system for discipline.



LATE LIST

_____191___

M_____

Below is a list of the time of arrival of employees in your department

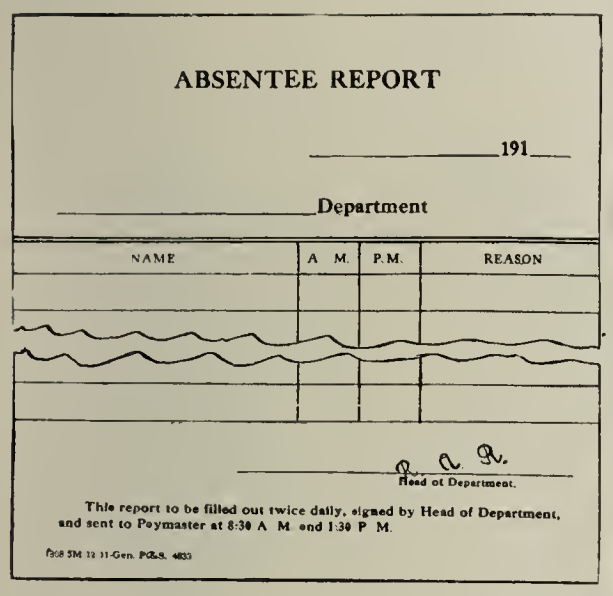
NAME	A M	P M

A. S. HERRMANN,
OFFICE MANAGER

The Late List is a guide to the department manager in handling the office help.

An account of "absentees" is kept on a similar form, which is made out twice daily by the chief clerk or head of each

department. He fills in the date and department at the top, and the names and time, including reason, if known, of those not on duty. This report he signs and sends to the paymaster's office at 8:30 in the morning, and at 1:30 in the afternoon.



ABSENTEE REPORT

_____191___

_____Department

NAME	A. M.	P.M.	REASON

_____
Head of Department.

This report to be filled out twice daily, signed by Head of Department, and sent to Paymaster at 8:30 A. M. and 1:30 P. M.

Form SM 12 11-Gen. P.&S. 4833

A Report of Absentees is made out twice daily by the head of each department.

To record the time of those who leave during office hours, an Employe's Pass is used. This is printed in two sections, "Out" and "In," and is perforated down the center. Each part bears the same progressive number. The pass is secured from the head of the department, who signs it as authority for leaving. The name, time, and date are then entered in the "out" section, and the reason, either Company, Personal, or Sickness, is indicated below. This is then torn off and put in the tin box at the door. The "In" section is retained. If the employe returns during the day, he enters the time and department on the "In" section, and deposits it in the box upon entering.

In this simple yet effective way all irregularities of the office force are easily detected. A willful violation of the established rules and regulations on the part of anyone is regarded as sufficient cause for dismissal. The company is generous, however, in cases of sickness and allows full ten days leave of absence with pay. It also allows a yearly vacation of ten days with full pay to all employes who have been with the company for a period of a year, and six days with pay to those who have been on the rolls for six months or longer. As an incentive to promptness, all those who have not been absent for any personal cause and have not been late, are given full two weeks vacation with pay.

In order to keep a record of the relative efficiency of office employes in this regard, the paymaster has a convenient form which provides on one card a complete record of an employe for an entire year divided into

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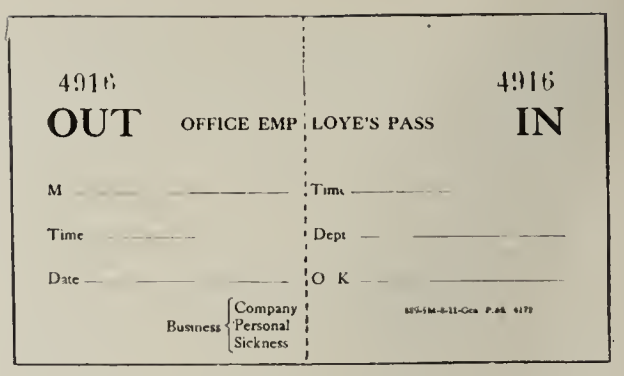
CLARENCE E. HEAD (Master of Shirtcraft)
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days. The card is only 4½ by 9⅜, but is ruled to give a small space for every day of the year. It has vertical rules for the days and cross rules for the months, both of which are printed in at the top and on the left hand margin. At the top is typed the name and date of employment of the worker. At the extreme right are columns for entering a summary of both the late and the absent data for the month. At the bottom the department or departments are indicated, in which he may have worked or is working, and there is a "Key" to the symbols employed. In the center-bottom is a space for entering the number of days vacation to which he is entitled; and also memorandum for resignation or discharge.

The keeping of this record is very simple and, as it is entered up daily, the work takes but little time. The delinquents are very few anyway. The cards for all those who are late are marked up in the proper space by merely putting in the number of minutes late in the lower triangular space. Then, those who are absent have entries made on their cards by using one of the symbols indicated. A black "C" means absent on company business; a red "O" means vacation without pay; a black "O" vacation with pay; a black "A" absent, and a red "A" absent without pay.

On the reverse side of the card is a ruled form, for comparative records by years. The Previous Record is entered in the left-hand section by months to show a comparison for two years. In the right-hand section is Excused on Personal Business for three years showing by months the times excused and hours. All in all this is one of the most comprehensive records of time efficiency that could be devised.

The only criticism of this system that some employes might make is that it does not provide for a record of overtime put in occasionally by some of the office force.

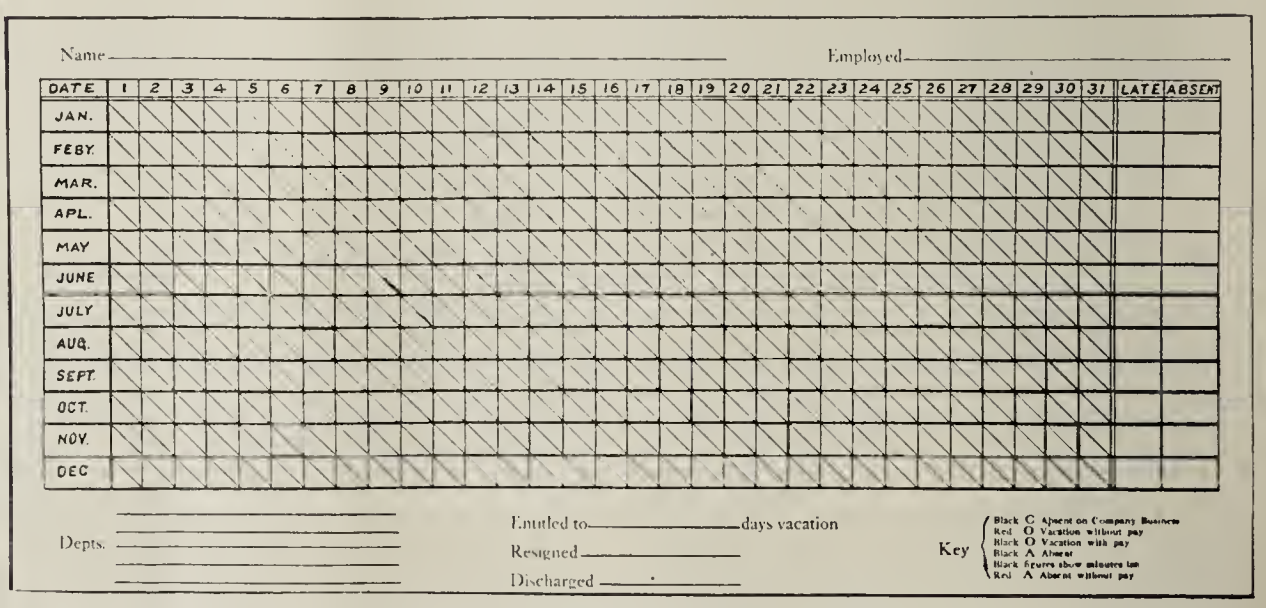


The Employes Pass when signed by the head of the department is authority for leaving during office hours.

While no one expects additional pay for overtime in the office, it would be some satisfaction to everyone so working to know that those in authority, and the paymaster in particular, were informed in a regular way of the fact. Merely a matter of justice to the force, the overtime should be accurately recorded, and regarded as an offset to a few minutes lost now and then in being late unavoidably.

The company, however, does not recognize overtime as existing in the office. Its broad policy is to employ at all times sufficient help to take care of all the work to be done. If anyone works overtime, except during vacation time, the practice is not looked upon with favor. Ten minutes or a quarter of an hour today or a half hour some day next week, put in extra to finish up some important work is, however, taken as a matter of course. It is just such cases which, some think, should be taken into consideration when figuring out their time efficiency.

Taken on the whole, the broad but definite policy adopted by this company is found to create a friendly spirit of emulation and rivalry among the clerks as to which will make the best showing, and the general result is an increased efficiency all along the line.

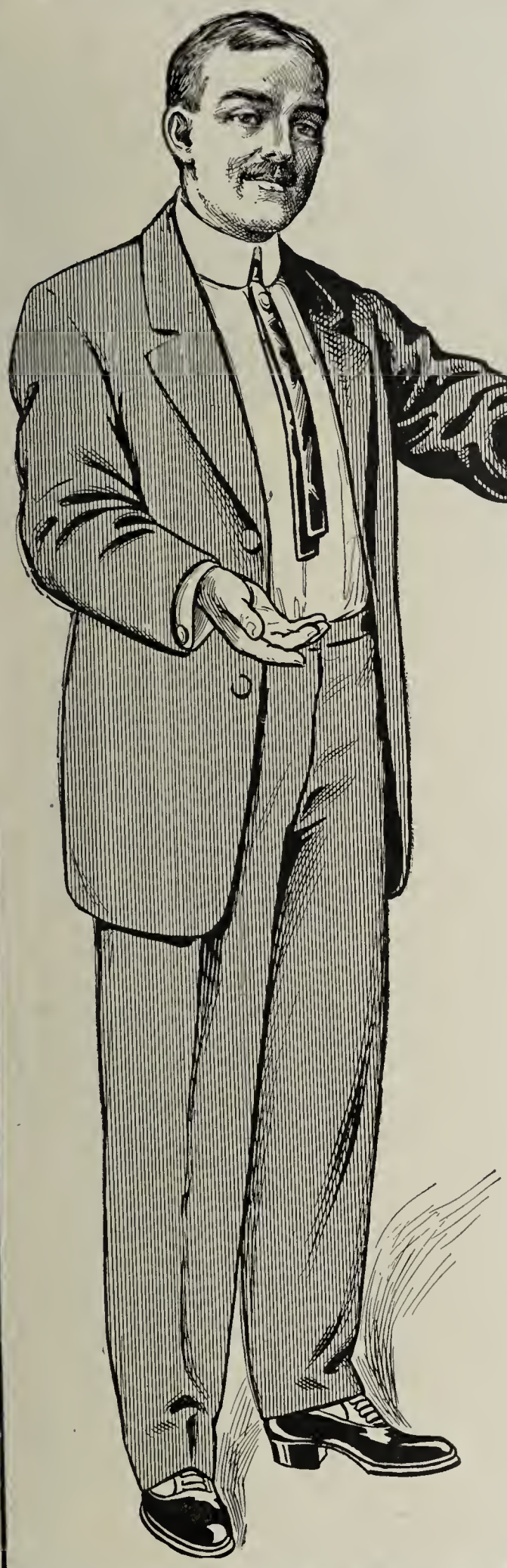


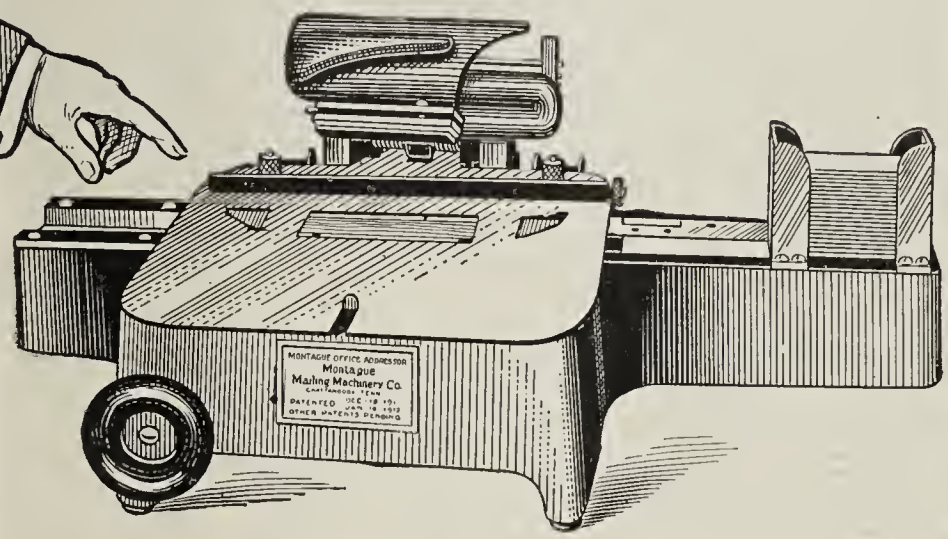
The Time Efficiency of each employe for an entire year is recorded on one card by merely using a symbol in the upper triangular space or putting the number of minutes late in the lower.

I USE A

MONTAGUE

OFFICE ADDRESSOR AND IMPRINTER





BECAUSE:

It does in one hour more than one clerk can do in a day.
Gets bills, statements, advertising matter, the follow up, etc., out on time.
Absolutely prevents copying errors.
Is a revelation in its simplicity of handling routine clerical work.
Is the equal of any $70.00 or $80.00 machine and costs but

$37.50

REASON

it out for yourself. You have use for this machine—there is some work in your office which you can handle cheaper and better with it.

Here is our special offer:

PUT THIS ADDRESSOR AT WORK IN YOUR OWN OFFICE—USE IT ON YOUR OWN WORK FOR SIX MONTHS—THEN IF IT IS NOT SATISFACTORY OR YOU DO NOT NEED IT RETURN IT TO US IN ACCORDANCE WITH OUR SPECIAL GUARANTEE.

This offer is made to give you a chance to prove to yourself the value of this machine.

TEAR OFF HERE

This is a case for prompt decision. Now, while your mind is on it write your name and address on t e bottom of this page and mail to us. We will send you complete facts on our special offer and plan of distribution of the $37.50 Office Addressor and Imprinter.

MONTAGUE MAILING MACHINERY CO. CHATTANOOGA, TENN.

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by a committee appointed to investigate the products of all competitors

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The SAFE-CABINET

From Athens to Zanzibar THE SAFE-CABINET will soon be seen in every United States Consulate in the world.

Recently we received an order for 107 SAFE-CABINETS to be shipped to as many foreign points. While not the first order for the Consulate Service it is not an ordinary one and the Government took unusual methods to secure the best. A special committee was appointed to examine the steel filing devices of *all* makes.

THE SAFE-CABINET won on every point

Design, Materials, Workmanship, Protection, Capacity, Weight, Convenience, Economy and Beauty—all were considered and THE SAFE-CABINET outdistanced competition on every feature.

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Dept. E. MARIETTA, OHIO

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Sole manufacturers of THE S-C BOOK UNIT, the new steel library system, and the S-C Line of Steel Office Furniture.

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Needs BLANKS, BINDERS, INDEXES, Etc.

THAT ARE MADE RIGHT

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DETROIT CLEVELAND BUFFALO NIAGARA FALLS

TOLEDO PT. HURON GODERICH ALPENA ST. IGNACE

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Spend your vacation on the Great Lakes the most economical and enjoyable outing in America.

Daily service is operated between Detroit and Cleveland, Detroit and Buffalo; four trips weekly between Toledo, Detroit, Mackinac Island and way ports; daily service between Toledo, Cleveland and Put-in-Bay.

A Cleveland to Mackinac special steamer will be operated two trips weekly from June 15th to September 10th, stopping only at Detroit every trip and Goderich, Ont., every other trip.—**Special Day Trips Between Detroit and Cleveland, During July and August.—Railroad Tickets Available on Steamers.**

Send 2 cent stamp for Illustrated Pamphlet and Great Lakes Map.

Address: L. G. Lewis, G. P. A., Detroit, Mich.
Philip H. McMillan, Pres. A. A. Schantz, Gen'l Mgr.
Detroit & Cleveland Navigation Company



IN OTHER MEN'S FACTORIES

A Department of Ideas and Methods That Have Been Tried Out in Other Plants—Little Schemes That Add to the Economy and Efficiency of Operation

Insuring Accurate Labor Costs

IN a business where a large number of complicated processes are involved it is ordinarily very difficult to obtain an accurate analysis of cost. The principal difficulty is on account of the doubt that arises as to exactly what head an expense should be charged under. Much time is also wasted in repeatedly writing out a description of the various classifications of work. One concern has worked out a simple system that not only insures accuracy in classification, but saves the time of everyone who has anything to do with preparing and handling the figures.

A "Classification of Labor" sheet, was first drawn up. As will be noted this is in the nature of a dictionary of processes. Each process bears a written description as well as a number. Thus, for instance, in entering records it is not necessary to write out "Mine Superintendent," or "Foreman" or "Surveying" or "Drilling," but merely No. 1 or No. 2 or No. 3 or No. 4, as the case may be. Each person who has anything to do with such records is supplied with a copy of this classification.

When the superintendent has paid off his men at the end of the week, he takes their individual time cards and lists details of the work they were engaged in, such as nature of work, and time spent on each process. Here the Classification of Labor not only saves him considerable time by enabling him to write classification numbers instead of descriptions, but insures that the labor expense for each process be charged under its proper head. For example, the superintendent may be in doubt under what head to charge the wages of men operating drills or of men repairing machinery. By looking over the Classification of Labor he can immediately find the head under which such work is to be entered. Thus, absolute uniformity in the way the superintendent and the accounting department treats such expense is insured.

The superintendent enters on the back of the payroll the totals of the various classifications, which must of course equal the amount of the payroll, and then forwards the payrolls to the head office.

CLASSIFICATION OF LABOR

Mine.

MINE SUPERINTENDENT.

No. 1.—Wages of general mine superintendent only.

FOREMEN.

No. 2—Includes the wages of foremen or mine bosses.

SURVEYING.

No. 3—Self explanatory.

DRILLING.

No. 4—Includes the wages of men operating drills, their helpers and those blasting rock.

BREAKING AND LOADING.

No. 5—Includes loading rock into mine cars and pushing to haulage.

HAULING.

No. 6—Includes the labor getting the cars from loader to shaft.

CAGING AND HOISTING.

No. 7—Includes men placing cars on cages, men on top dumping, and, where mill is located at a distance, hauling from mine to mill.

WEIGHING.

No. 8—This account needs no explanation.

TIMBERING.

No. 9—Includes all labor engaged in timbering mine or putting up brattices.

LAYING TRACK.

No. 10—Includes track work formerly included in No. 6. Laying new track, repairing same, or relaying except on authority.

MISCELLANEOUS.

No. 11—Includes work which cannot be classified under above accounts.

STRIPPING.

No. 12—Includes all labor engaged in clearing surface of rock preparatory to quarrying.

REPAIRS.

No. 13—Includes all labor concerned in replacing or renewing broken or worn out mine machinery, building, hoisting apparatus, shaft, etc. Charges to repairs should be sub-divided as follows:

A—Mine Cars.

Includes repairs to mine cars.

B—Drills.

Includes repairs to mine drills and wiring or piping.

C—Head House.

Includes repairs to head frame, hoist or other mine machinery above ground.

D—Miscellaneous.

Includes any charges which cannot properly be charged to the above.

A column is allowed for this sub-distribution upon the payroll sheet. If any work is covered by an authority number you should show same on your pay roll. If not covered by an authority state plainly, "No authority number."

PLANT ADDITION.

No. 14—This account includes all labor employed in the construction of new buildings, machinery, sinking new shaft or equipping same. In fact, all work which produces a permanent fixture or addition to the value of the plant. This account should also be sub-divided where the work is covered by an authority number. If the work is not covered by an authority number, state plainly upon the pay roll, "No authority number."

How to Sort Waste

THE MANAGER of a manufacturing concern which is careful to utilize all waste possible has the stock sorted as it comes from the mill. Sorters are trained particularly to note how the waste is running to have it thrown in different piles so that it may be used for some special purpose. The men become expert in determining what use will eventually be made of the waste and by putting pieces of approximately the same length and width together it is possible to accumulate valuable waste which would only be condemned when thrown together loosely in a pile without preliminary sorting. In several cases it has been possible to originate uses for blocks once they are sorted and piled. From the small blocks, which in white pine may be made into matches, to the long ones which work up into strips, there is a use for all.



The Carriage—A Vital Part of the Wonderful Burroughs Visible

Don't be misled by generalities in adding machine advertising or selling. Get specific facts and comparisons on specific points.

Particularly notice the carriage construction, for the carriage *makes or mars* adding machine convenience and visibility.

The carriage of the Burroughs Visible is so arranged that it gives *greater* visibility of printing with *less* effort by operator than any other adding machine in the world.

It brings the printing point at just the proper distance from the eye and at the proper angle.

It is the only adding machine that gives the same convenience of seeing *all work at a glance* as the most approved visible typewriter.

In the Burroughs Visible carriage every lever and key is arranged for easy and direct manipulation. The carriage is only three inches from the keyboard—no stretching nor shifting necessary.

The paper drops into place in the carriage automatically—like a typewriter. A twirl of the platen knob and you are ready for work!

The carriage leaves the whole sheet exposed to view; no danger of coming to end of paper roll without knowing it. Construction permits interchangeability from 12½" to 20" carriage and *vice versa*.

Automatically adjusts itself to any thickness of paper without interfering with uniformity of feed. A unique friction-stop locks carriage in any position. The bell counts items listed, warns the operator when end of sheet is neared, and locks the carriage so headings are uniform.

These are exclusively Burroughs *points*.

Remember that Burroughs Visible machines are built in the Burroughs factory, of the same material, with the same wonderful machine tools, and by the same workmen who have built a reputation for lifetime service into other Burroughs machines.

The Burroughs factory is not a new one, built just to make this one type of machine. It has been running 20 years and even the first adding machines turned out are still in use.

The Burroughs reputation and prestige are being built into every one of these machines and every word of the Burroughs *guarantee* and of the Burroughs *Service* pledge goes with it.

1 Paper roll always available for listing, when sheets are not wanted.

2 Printing Point at scientifically proper distance and angle from eye.

3 Accessible ribbon spools. Change ribbons instantly without removing case.

4 Friction-stop locks carriage in any position.

5 Paper drops into place as in typewriter. Two rows of rubber friction rollers hold paper to very last line.

6 Easy, handy arrangement of various shifts and levers for spacing, etc.

7 Carriage on top of machine, only three inches from keyboard.

8 Carriage automatically adjusts itself to any thickness of paper, or any number of carbons. Carriage removable in one minute—3 in, 12½ or 20-inch width as desired.

Not merely Points of Merit—but Points of *Superiority*

Write for valuable systems literature applying to your own business.

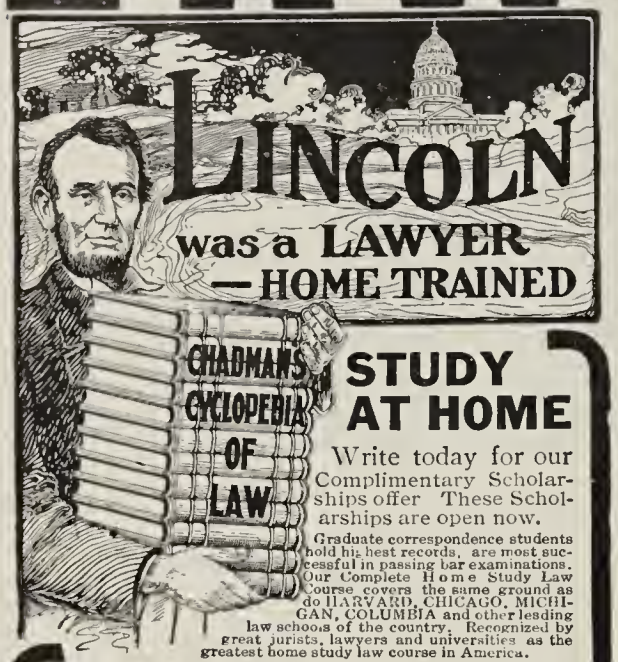
BURROUGHS ADDING MACHINE COMPANY
82 Burroughs Block, Detroit, Michigan

Getting More Work With Better Light

MANY factory managers do not realize the value of plenty of light, a clean, white painted factory and a good system of ventilation. This is especially true in foundries, and the ideal conditions shown in the photograph on next page are the exception rather than the rule.

In this room the core-making department is to the left and the ovens are at the rear on the right. The cores are especially prepared in this room. Careful, accurate work is necessary and in order to accomplish this the operatives must be supplied with plenty of daylight, lots of good, clean air and comfortable general conditions. All of the furnishings, such as tables and chairs, are of steel and everything is fireproof. The air ducts in the girders not only provide heat in win-

LAW



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Address .....

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A Better Filing Cabinet

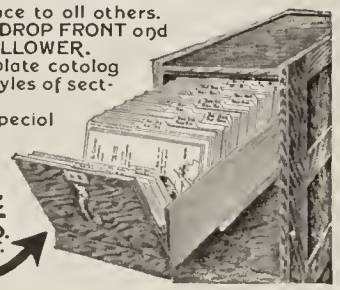
to enoble you to file letters eosily ond refer to them quickly, in o drower thot opens ond closes like o book?

To see the AUTOMATIC is to wont it in preference to oll others. The only file mode with DROP FRONT ond AUTOMATIC TILTING FOLLOWER.

Our 80 poge colored plate cotolog shows o big line of all styles of sectionol filing cobinets.

Write for it ond our speciol moil order proposition.

Shipments on time ond approvol.



THE AUTOMATIC FILE & INDEX CO.
143-153 N. PEARL ST.
GREEN BAY, WIS.



Courtesy of Nelson Valve Co.

In order to accomplish careful, accurate work the operatives are supplied with plenty of daylight, lots of good clean air and comfortable general conditions.

ter but furnish cool, fresh air in the summer time. The heat of the core ovens is carried directly outside and the amount of radiation is reduced to a minimum by thorough insulating.

These are the conditions that exist in this factory at present, but in their old building things were different. The light was poor, the ventilation was insufficient and the factory was not as clean as it might have been. A remarkable contrast between the old and new conditions has been noticed. In the first place the amount of work turned out has been materially increased with the same number in the force, the per cent of spoiled work has decreased considerably, wages have increased and the unit costs have been decreased. The operatives are now more satisfied than formerly. General reduction in the overhead expenses has been noticed.

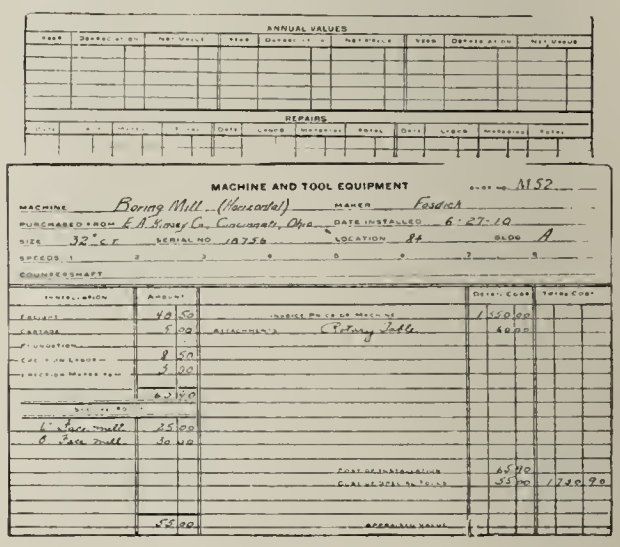
Numbering and Listing Machinery

IN order to keep an accurate record of the cost of machinery and also to properly route material through the factory, each machine and vise in a large steel plant is numbered and lettered. The figures are placed in a conspicuous position on the machine as free from dirt and oil as possible and are not less than four inches nor more than six inches high, depending on the space available. Letters are painted on the machine with good white paint and the thickness of the line not less than three-fourths of an inch.

To avoid confusion the machines are divided into classes and certain sections of numbers are allotted to each class. The initial letter of the machine precedes the number (in recording, not on the machine). The machinery listed is as follows:

Machine.	Class Letters.	Class Numbers.
Presses	P	1 to 40 inclusive
Elec. Welders	W	41 " 51 "
Milling, Shapers, Planers	M	52 " 70 "
Lathes	L	71 " 80 "
Drill Presses	D	81 " 90 "
Grinders	G	91 " 110 "
Shears and Saws	S	111 " 130 "
Gas Welding Torches	T	131 " 140 "
Vises	V	141 " 180 "
Miscellaneous	X	181 " 200 "

In the production department office these numbers are listed on a card index together with other machinery details, and this form can be used with modifications in many different kinds of plants, depending on the machines used. It checks up such practical and essential data as is likely to be needed in inventory or cost work. Depreciation and repairs can be taken care of on the reverse side either monthly or annually as the



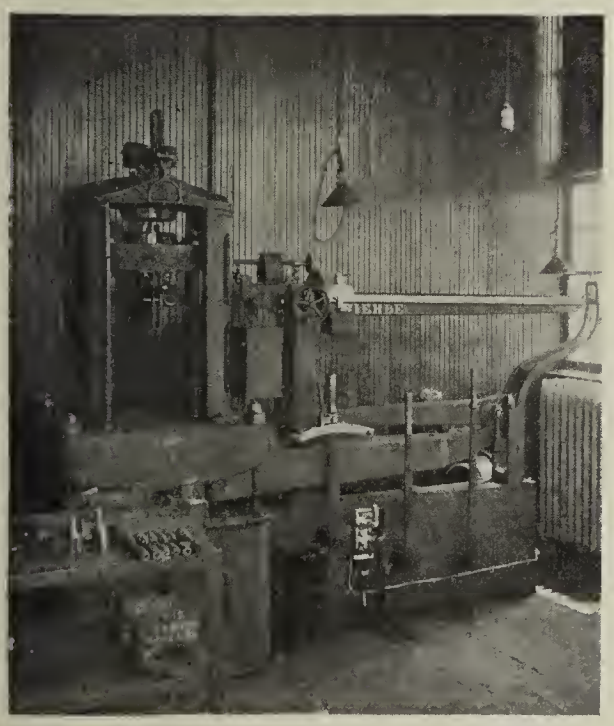
management may think necessary. Usually the cost of belting, shafting, pulleys and other incidental equipment is added in order to have the total charge installed.

As an illustration of the advantages gained from this record a foreman in a woodworking plant recently insisted on having a large sticker scrapped and replacement made with one of a different make. Upon looking at the card and noting the installation charge, the manager hesitated, because of the loss on the old machine and the necessary expenditure for an entirely new one.

When an engineer was shown the figures his co-operation was enlisted with the result that high-speed steel knives were substituted, and a larger pulley put on the countershafting to speed up the old sticker. The old equipment, then turned out work in volume and quality equal to the demand; and this reliable data, kept in a serviceable manner, saved the heavy expenditure.

How a Testing Machine Improves Output

ONE of the many questions that a buyer always asks is "What service can I expect?" and the answer the manufacturer gives must be based primarily upon his knowledge of what is in his raw materials. Unless the manufacturer knows just what requirements his raw materials will meet, he cannot say with confidence what service his product will give. For instance, he must know the tensile strength, transverse strength, the amount of compression it will stand and such other physical tests as are necessary to guarantee service. On this page is illustrated a testing machine used by one fac-



Courtesy of Nelson Valve Co.

The manufacturer knows just what physical tests are necessary to guarantee service.



"Dont blame the razor It's your lather"

You had to help soften the beard by rubbing in the lather. Naturally, your rubbing brought the blood to the surface, opened the pores and made the skin very sensitive. That helped the *free caustic* to get in its work and made the skin doubly sensitive. Under these conditions any razor will feel as though it were pulling the hair out instead of cutting it.



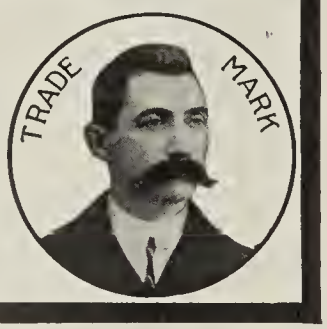
Mennen's Shaving Cream

dispenses with the **"rubbing in,"** as it thoroughly softens the beard while the *lather* is worked up on the face. *Reduces shaving* to *two operations—lathering and shaving. One-third* the *time saved.*

As it **contains no free caustic,** there is *no smarting,* and you get a delightful, *cool shave.*

For sale everywhere 25 cents
Sample Tube Free

GERHARD MENNEN COMPANY
NEWARK, N. J.



The Ten Laws of Success By JOHN R. MEADER "Graham Hood"

HERE is a new publication by John R. Meader (Graham Hood) one of the foremost writers in America today. The articles he contributes each night to one of the foremost New York papers has caused widespread comment. Each chapter a book in itself—

The Law of Integrity	The Law of Self-Reliance
The Law of Initiative	The Law of Courage
The Law of Concentration	The Law of Economy
The Law of Attention	The Law of Temperance
The Law of Faith	The Law of Compensation

Would it not help you to read Mr. Meader's wonderful exposition of these laws—how they may contribute to your Success?
They are invaluable to you and your business.

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We are making a wonderful offer upon this first edition. Think of it! Every person who will send $2.00 will receive a copy o this book postpaid and a year's subscription to BUSINESS—A magazine for Office, Store and Factory.

THE BUSINESS MAN'S PUBLISHING COMPANY, Detroit, Michigan

The Best TONIC

Horsford's Acid Phosphate is especially recommended for the restoration of energy and vitality, the relief of mental and nervous exhaustion, impaired digestion or appetite.

HORSFORD'S Acid Phosphate

(Non-Alcoholic)

Is a scientific and carefully prepared preparation of the phosphates, and has been found a most valuable general Tonic.

A teaspoonful added to a glass of cold water, with sugar, makes a delicious and wholesome beverage.

If your druggist can't supply you send 25 cents to RUMFORD CHEMICAL WORKS, Providence, R. I. for trial size bottle, postage paid.



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If you are honest and ambitious write me today. No matter where you live or what your occupation, I will teach you the Real Estate business by mail; appoint you Special Representative of my Company in your town; start you in a profitable business of your own, and help you make big money at once.

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WE GIVE EVERY BOY OR GIRL ONE

CYCLEMOBILE ABSOLUTELY FREE

in exchange for a little time and less effort than you think.

You unconsciously advertise us while playing, driving our CYCLEMOBILE on business errands or touring.

The CYCLEMOBILE is a newly perfected machine not on the market for sale on account of our large exclusive contract with the inventors. It is built like a real Motor Car with two speeds, forward and reverse, besides a neutral coaster speed. The Body and Hood are Pressed Steel and second growth ash, supported on a Chassis frame of Rolled Steel angle iron, capable of carrying the weight of five full grown men. The Axles are also of Steel and wheels Rubber Tired. The front wheels pivot on regulation Motor Car steering knuckles, eliminating all danger of upsetting on curves. We simply can not give you one-hundredth part of the real Specifications in this limited space, but send in the coupon and we will TELL IT ALL.



MOTOR CAR PUB. CO., Bnss
KANSAS CITY, MO.

Dear Sirs:

Kindly mail me full details and Specifications of your CYCLEMOBILE offering, and oblige.

Sincerely yours,

Name .....

Address .....

tory in obtaining tensile, transverse and compression tests on cast iron, steel, bronze and all other metals used in a plant. By means of the results from these tests, this company is able to guarantee certain service limits of their products in actual operation. In addition to the tests mentioned, various special tests are also made, such as testing of chains and cables to find out the load at which they will fail, and compression tests on concrete of different mixtures and of different ages.

At times problems come up in the engineering department which the testing machine is called upon to help solve. An instance recently came up in this factory where it was desired to know the power required to pull up the discs after they had been jammed down in an electrically operated valve. By a simple rigging over of the machine this was determined for various sizes. Again it was desired to know whether the stem wedge and bushing end wedge were strong enough to withstand the strain put upon them when the discs were jammed down. In all cases they were found amply strong but the only way this company could absolutely state that they were amply strong was to perform these tests. It was then desired to know the relative strength of the wedge bushing and stem. These parts were then taken from the valve and with the stem in one grip and the wedge in the other, the loads were applied until one of the parts failed. Then these tests were carried out with many samples taken at random and the minimum determined. Now when a buyer says, "That valve looks all right but I dont' think the wedge is strong enough" the company is in a position to state absolutely just what the wedge will do, how much of a strain it will stand, how long it will last and any other information that the buyer may require.

Branch Office Organization

A Report Scheme That is Easy to Handle and Has Proven a Great Success

By Frank M. Ellis

WHENEVER any selling territory is assigned to a branch office it is very necessary that a simple but thorough system of records be followed which will involve the minimum amount of clerical work for both the salesmen on the road and the clerks in the office.

Any arrangement that requires a salesman to make out long reports or write long letters at night will generally result in his letting such work go unattended as long as possible, and it is often found that when he does sit down to write his report he has forgotten several items of importance or has lost the memorandum he made on the back or an old envelope, and the report has only a small part of its true value. It is therefore essential that all salesmen be provided with a report scheme that is easy to handle and convenient to use.

Branch offices are sources of business without which some home offices cannot exist, and when the territory assigned to a branch office is one that requires several salesmen, it is important that the salesmen make daily reports of their visits, also that a complete record of these reports be kept in the home office so that at any time, should it be necessary to send a new man into a certain section, he can with the least delay have full information regarding the towns, hotels at which to stop, firms in each town, which are users or customers, which are prospective customers, and which he might see if he has a little extra time to spare, or skip if pressed for time. Also, for each firm he should know the proper man to see, whom next, should the first be out, and what subject was up when a salesman called last. This is valuable, for when a new man calls and is obliged to ask a lot of questions to find out whom he should see and then ask other questions to learn the present situation or the prospects of future business, he will be very apt to get a turndown, unless he is an exceptionally clever man, and may have to call several times before he is really in touch with the people in his territory. Very often, of course, the man on whom he calls is busy, but if he can go direct to the subject that is of interest, the prospective customer will in most cases find plenty of time for the salesman.

No ironbound rule or system can be given for all lines of business, but the following scheme has been developed after several years' experience, and with a few changes in form can be adapted to many different lines of business.

Form I shows the salesman's daily report sheet. For convenience these are made up in pads of 20 reports and can be carried in

the pocket. Each report is numbered and printed in triplicate; one is mailed to the home office, one to the branch, and the third is kept by the salesman himself. Here the color scheme is worked to advantage; each salesman having a separate color, it is easy to recognize whose report you have and at the same time to know the section from which it comes. A permanent record of these reports is made on a sheet in the office as shown in Form II, after which the report is filed geographically for future reference.

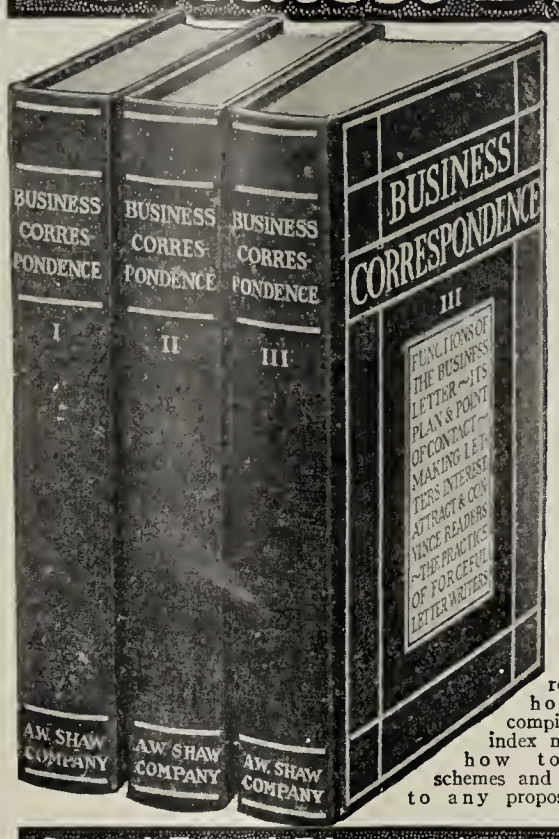
The salesman's three reports and the stub of the first all carry the same number and the stub has name of firm, city and date of call, which arrangement serves a double purpose: first it gives a check at both the branch and the home offices to insure that all reports are received, and second, if one gets into the correspondence file it can be located by referring to the subject on its stub; if lost at either office the salesman can furnish a duplicate by referring to the stub number for the subject and then locating it in his own files. To properly protect and carry these report pads the usual leather cover is provided with a pocket in which the reports are carried when torn out. By use of these reports the salesman can make such notes as may be required during his visit or while waiting so that at the end of the day his reports are complete and nothing has been forgotten.

Form III is printed on the back of Form II and on sheets that fit a loose leaf pocket-book so as to be filed and used by the salesman for reference during a trip or visit. If desired these may also be made in duplicate, one for the salesman's own use and the other to be retained permanently in the office. For a branch in which the office proper requires only one or two people, usually a manager and one subordinate, the scheme puts the detail work in such form that the stenographer can attend to it, leaving the manager free to attend to more important matters and still keep him posted as to the work that is being done by the men that are out.

In the correspondence file each customer, or prospective customer, is given a separate folder and all correspondence is filed under the vertical system, so that all letters pertaining to any one subject or with any one firm are together, whether they be from the firm itself or the home office or anyone else. If any blueprints or samples of work to be done are received, they are filed in the same manner as the correspondence or in a special file using envelopes.

Most of the correspondence in any branch may be divided under two headings; first, correspondence with home office, salesmen or other branches; second, correspondence

A Library of the World's Greatest Business Letters



The letters that have sold the *most* goods, collected the *most* money, settled the *hardest* complaints, won the *best* jobs, had the *strongest* influence—analyzed and dissected for *you* to learn from, to adapt to your needs, or to develop an original style of your own—with the best examples actually reproduced as they were used and graphically explained point by point.

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Would You Like to See Actual Examples of How Other Successful Men Have Written—

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—Arguments to Clinch the Sale see Vol. I, p. 47; Vol. II, pp. 47, 136.
—Schemes to Get New Customers see Vol. II, pp. 169, 214, 224, 225, 227; Vol. III, pp. 29, 31, 137.
—Money-getting Collection Letters see Vol. I, p. 135.
—Clever Answers to Complaints see Vol. III, pp. 189, 198.
—Arguments to Advance Prices see Vol. III, pp. 159, 161, 174.
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—Effective Descriptions in Letters see Vol. I, pp. 44, 45.
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—Letters Emphasizing Special Prices see Vol. I, p. 149; Vol. III, p. 158.
—Dealers Trade-Getting Letters see Vol. II, pp. 186, 187, 188, 189, 190, 191, 197, 198, 205, 206, 207, 208, 211, 214, 217, 218, 219, 220, 221, 222, 226, 228; Vol. III, p. 25.
—Trade-Getting Letters to Consumers see Vol. II, p. 147.
—Letters to Poor Credit Risks see Vol. I, p. 185.
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—Retailers' Collection Letters see Vol. I, pp. 147, 148.
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—Letters Appealing to Women see Vol. II, pp. 87, 89, 91, 92, 93, 95, 96, 97.
—Letters Appealing to Merchants see Vol. I, p. 149.
—Letters to Revive Old Customers see Vol. III, p. 182.
—Letters Offering Investments see Vol. II, pp. 102, 107, 110, 111.
—Letters Appealing to Farmers see Vol. II, pp. 118, 119, 120.
—Letters with Appeals That Get Attention see Vol. II, p. 26.
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E. B. Davis, Sales Agent, 1006 Oak Street, Kansas City, Mo., says:—"I located within two minutes after I opened the first volume of the 'Business Correspondence Library' two paragraphs that gave me ideas I can use in my business, worth many times the price of the whole set."

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Read Our Great ENCYCLOPEDIA Offer on Page 229!

Classified Advertisements

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LEARN to collect money, by a sure easy system. Income $1,200 to $5,000 a year. Quick results. No capital required. Instructive book, "Skillful Collecting." free. National Collectors' Assn., 380 Park Place, Newark, Ohio.

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COLLECTIONS

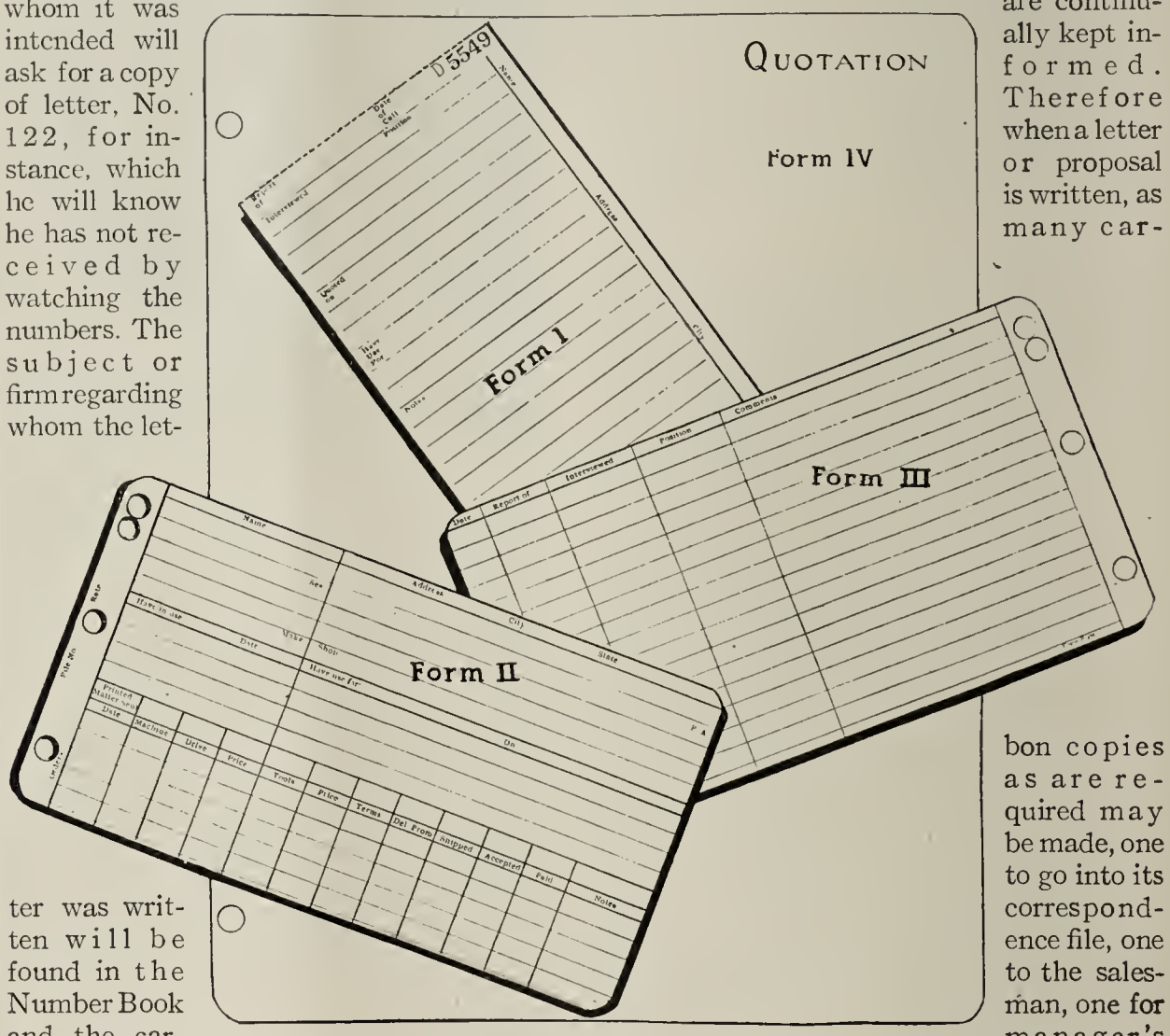
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with firms in the territory. For the sake of economy, instead of using the regular stationery, a simple form or even a blank second sheet may be used for all correspondence with the home office, salesmen or other branches; and here again, to insure that none are lost, each letter, whether to office or people connected with the company, is numbered. A notebook with consecutive numbers for home office, the different salesmen and branches, is kept by the stenographer, and whenever a letter is written it is given the next succeeding number and its subject noted after the corresponding number in the notebook; then, if a letter goes astray in the mail, the one for whom it was intended will ask for a copy of letter, No. 122, for instance, which he will know he has not received by watching the numbers. The subject or firm regarding whom the letter was written will be found in the Number Book and the carbon copy of the letter then found in the file.



Again, for convenience and economy, all mail to the home office, branches and salesmen is placed in pigeon holes and at the end of the day gathered up. By this method, the manager can keep the important mail in compact form and excessive postage charges may be avoided.

The most important thing in a branch office is the getting of orders and following up prospective customers. On most deals that involve any considerable amount of money, $100.00 or over, at least one proposal is made quoting price. Sometimes this is in letter form but more often on some special form or blank that is regularly used by the company. Here, for the convenience of the manager, who must keep in touch with all quotations outstanding, a sheet of the usual letter size is written by carbon when letter or regular proposal giving price is made in addition to the regular copies, and is punched to be held in loose-leaf binder on the manager's desk, in geographical order. The number on the quotation sheet is also noted by the stenographer on the letter or inquiry so that the quotation can be found in the quotation book without referring to the correspondence file.

Copies of all letters, quotations and proposals made in a certain section are mailed to salesmen visiting that section so that they are continually kept informed. Therefore when a letter or proposal is written, as many carbon copies as are required may be made, one to go into its correspondence file, one to the salesman, one for manager's quotation book and an extra copy which is placed in the geographical file.

In order to systematize the following up of prospective customers in any section, these extra copies of important letters and quotations are placed in a special geographical file of the principal towns in a given section and the one the salesman will use as his headquarters when working the small and nearby places. Thus all correspondence concerning that section will be found in one place and it will be the work of only a few minutes for anyone starting on a trip into that section to have before him all matters of importance. By this scheme no item will be overlooked.



WAYS AND MEANS

Practical Methods for Improving Business Routine—Short Cuts That Save Time and Effort, Lessen Costs and Multiply Profits

Pulling Customers Into the Store

IT IS a principle in retailing that the quickest way to get a customer inside the store is by means of a special cut-price offer. The public is acquainted with such offers through the medium of the daily newspapers. But there are lots of people who might be induced to buy at the store who may not for several reasons see the firm's advertisements on the day of the sale.

It is a custom with most retail stores to paste the current cut-price advertisements on the windows of the store, so that they may be seen by passers-by. One large department store in a city in the middle west goes even further than this, on the theory that a department store newspaper advertisement is such an everyday affair that it will not attract special attention from the average person, even though pasted on the window.

This store has a large bulletin board 5 ft. by 2 ft. placed in each main window, also at each entrance. Special hand-lettered cards are affixed to these boards each day telling of the special prices now offered. One-inch lettering is used on these cards. The advertising manager of this store states that this method pulls business from persons who may not have seen the regular newspaper advertisements. Such people are generally customers who have arrived in the city early in the morning from surrounding towns and have not had the time or inclination to read the daily newspapers.

This bulletin plan also works to good advantage in the case of city people who have read the advertisements, for it serves to remind them of what they have read in the newspaper and to suggest that now is the time to snap up one of the bargains.

A similar idea is used by a large general grocery store in the suburbs of the same city. This grocer has a poster board 12 by 8 ft. affixed over the main entrance to his store. On it are posted daily prices of articles in most general use. The names and prices of these articles are shown by means of detachable metal letters and figures similar to those used on baseball score boards.

Starting the Day Clear

IN NEARLY every office time is wasted first thing in the morning in getting one's bearings and deciding on the order in which things are to be handled. One highly paid executive in a large manufacturing concern, noted for the quick action he gets each morning, explains the reason for this as follows:

"Before I close my desk for the night I go over all the notes on my desk calendar pad and decide on their order of importance. I then take a blank sheet of paper and write on it the following day's date. On this sheet I list in their order of importance the things to be done the first thing in the morning. At this time I also clean up my desk thoroughly and leave it so that I can start work the instant I open it the next morning. When details are left unfinished over night there

Classified Advertisements

(Continued)

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MOTION PICTURE PLAYS WANTED. You can write them. We teach you by mail. No experience needed. Big demand, good pay. Details free. Associated Motion Picture Schools, 684 Sheridan Rd., Chicago.

MULTIGRAPHING AND TYPEWRITING

MULTIGRAPHING—Genuine typewritten letters; also postcards. Write for sample and prices. Lulu D. Springer, Rembusch Bldg., Shelbyville, Ind. P. O. Box 63.

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C. L. PARKER, PATENT ATTORNEY, 992 G. St., Washington, D. C. Inventors' Handbook, "Protecting, Exploiting and Selling Inventions," sent free upon request.

PATENT YOUR IDEAS—$9,000 offered for certain inventions. Book "How to Obtain a Patent" and "What to Invent" sent free. Send rough sketch for free report as to patentability. Patents obtained or fee returned. We advertise your patent for sale at our expense. Established 16 years. Address Chandlee & Chandlee, Patent Attys., 1022 F. St., Washington, D. C.

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PRINTING—500 noteheads or envelopes, $1.25; 100 visiting cards, 35c; 1,000 letterheads or business cards, $2.00. Send for samples and price list. Langosch Bros., 2121 Cortez St., Chicago.

PRINTING SPECIALS—Prepaid; 1,000 3x6 slips, $1; 1,000 imitation typewritten letters, $3.25; 1,000 6x9 circulars, $1.75; 1,000 white envelopes, $2. Best stock; send for prices. B. K. Miller Co., Box 254, Muskegon, Mich.

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ARE YOU A REAL SALESMAN? If you can answer in the affirmative, there is a place for you in our organization. We are the largest manufacturers of loose leaf devices and accounting systems in the East. Therefore, we have the best proposition to offer. We want men with red blood—men big enough to develop into state representatives, and eventually handle zones. A knowledge of accounting would help, but is not essential. Can you measure up to these requirements? If so, write immediately with full details to "Sales Manager," 303 Hudson St., New York City.

SECOND-HAND OFFICE EQUIPMENT

FOR SALE—New and second-hand office machinery and devices of all kinds and makes, including duplicating machines, addressing machines, folding machines, envelope sealers, business phonographs, billing machines, stamp affixers, time recorders, gum tape sealers, pencil sharpeners, check protectors, etc. Also supplies. Write us before you buy; we have several real bargains. Repairs to all machines at reasonable rates. Collins Office Machinery Co., 1327 Arch Street, Philadelphia, Pa.

TYPEWRITERS

SLIGHTLY USED AND REBUILT TYPEWRITERS. All makes. Every part guaranteed. Free trial anywhere. Less than half original prices. Cash or payments. For price list No. 14, write W. A. Whitehead, 183 N. La Salle St., Chicago.

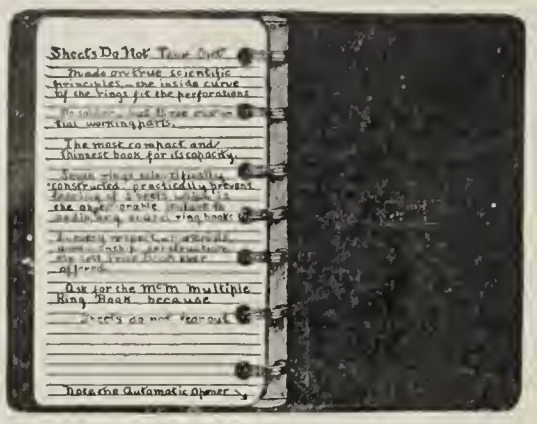
LARGEST STOCK of typewriters in America. All makes, Underwoods, L. C. Smiths, Remingtons, etc., ¼ to ½ Mfrs. prices (many less)—rented everywhere—apply rent on price. First class machines—rent one and judge on these most liberal terms. Write for catalog W. Typewriter Emporium, 34-36 W. Lake St., Chicago.

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THE demand for competent accountants was never so great as today, and men of ability will find public accounting a most pleasant and profitable profession to enter. Accountants make from $10 to $50 per day of not more than 8 hours.

The Bennett Accountancy Course

has been prepared with great care to provide a scientific course of instruction which will prepare candidates for C. P. A. Examination in any State and for successful practice as expert accountants. Spare time and a small outlay of money are required of students, in return for which we give our careful personal attention and first-class instruction.

The author of this course is now conducting the C. P. A. Questions and Answers in this magazine, and it is in charge of a recognized Accountancy Course in preparation for C. P. A. Examinations, in the Central Association Institute, Philadelphia. Send for full information.

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1419 Arch Street - Philadelphia, Pa.

is a danger of forgetting them by the next morning. But if they are placed on paper when one's mind is familiar with them there is little if any chance of any oversight. Apart from the prevention of error and oversight I have found this method to save me at least an hour each morning. At night I do not have to "think" of things to be done the following day—my mind is already full of them. But if I wait until the next morning it is a question of raking one's memory for the loose ends of the previous day's work and there is always a chance that one or two will slip by.

"The first working hours each morning are the best times for creative work and they should not be dissipated in needless detail puttering around."

Profiting by Experience in Quoting Prices

IN MANUFACTURING a standard article, process costs can of course be figured to a fraction of a cent, for the reason that most of the work is done under identical conditions and by machinery. But in the construction business costs cannot be so standardized for the reason that no two jobs are conducted under identical conditions, and the human element enters more largely into the work than in a typical manufacturing business. A large construction concern in the middle west uses a simple system that enables it to standardize costs as nearly as they can be standardized in this line of business. As each job is finished, a 'Completed Job Report' is entered up from the detailed records kept of expenditures. This form is made out in triplicate. The first sheet is white, the second yellow, the third pink. The first copy goes to the general sales manager, the second is attached to the original estimate of that job, and the third is filed in the regular correspondence files with other papers pertaining to the job. Thus, when a quotation is needed on any particular job, the sales manager is enabled to make his quotation on the basis of exact facts as developed by previous jobs of the same nature; he is not compelled to allow guesswork to enter into his quotations. When entered up the report gives a detailed analysis of every phase of the job and a complete statement of all expenditures thoroughly classified.

Job No. _____ Building _____ Location _____

Date Contract _____ Date Started _____ Date Finished _____

Original Contract		NET CONTRACT	
Extras			
Total			
Deductions			
Tile			
Plaster			
Tools			
Cleaning Rubbish			
Sundry Material			
Freight			
Cartage			
Labor			
Misc'l Expenses		TOTAL EXPENSE	NET PROFIT

	ESTIMATED			ACTUAL			DIFFERENCE		
	QUANTITY	PRICE	AMOUNT	QUANTITY	PRICE	AMOUNT	QUANTITY	PRICE	AMOUNT
2"									
3"									
4"									
6"									
8"									

COST PER SQUARE FEET

	TILE	FREIGHT	CARTAGE	PLASTER	MISC'L	TOTAL
2"						
3"						
4"						
6"						
8"						

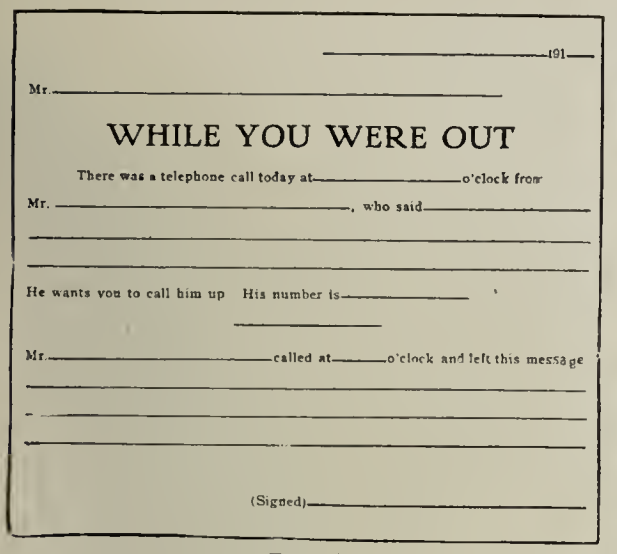
Total Square Feet _____ Cost Per Foot _____ Profit Per Foot _____

Handling Telephone Calls

THE EASE with which the telephone can be used often proves a detriment to both parties using it. In nearly every business office cases frequently come to light where a certain man while out of the office has been called by a person whom he particularly wishes to talk to. Through lack of a proper system for recording undelivered incoming calls much inconvenience and often loss is caused.

One concern in the middle west has a pad of blanks (Form I), fitted to each telephone in the office. A rule is in effect that every telephone message that does not reach the person for whom it is intended be recorded on one of these forms and the form placed on the individual's desk.

Outgoing calls—especially when they are in the nature of quotations—need to be recorded in a systematic manner. A wholesale concern uses a "Telephone Quotation" blank (Form II), for recording every quotation given over the telephone. Full details of each quotation are entered on a blank, which is signed by the person that made it. This blank is made out in duplicate, the



_____ 191__

Mr._____

WHILE YOU WERE OUT

There was a telephone call today at_____o'clock from

Mr._____, who said_____

He wants you to call him up His number is_____

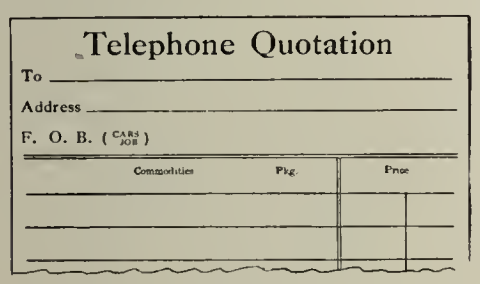
Mr._____called at_____o'clock and left this message

(Signed)_____

Form 1

original copy being mailed to the customer as a confirmation of the quotation, and the duplicate filed in the regular way.

The few moments' time it takes to record each telephone quotation is well spent, for the written record obviates any possibility of later disputes.



Telephone Quotation

To _____

Address _____

F. O. B. (CARS / JOB)

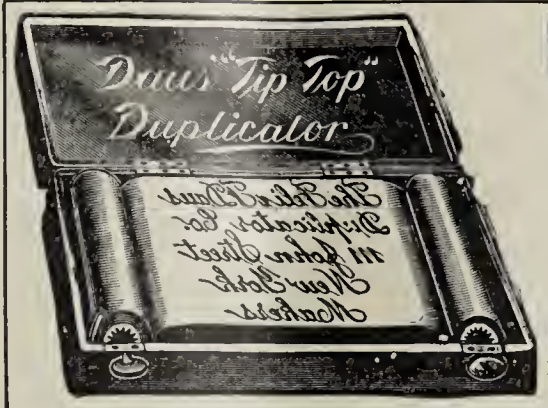
Commodities	Pkg.	Price	

Form 2

Another thing that is found very essential is the use of tact in answering the telephone calls and a pleasant clear voice with an equitable temperament are often required to conduct a telephone conversation which will have the right effect.

Trade Marks in Business Correspondence

TO IMPRESS the distinctive lettering of trade names on the public it is the practice of many concerns to use small zinc etchings of the lettered name in all printed matter issued, whether in the form of a press advertisement, booklet or circular, etc. One large manufacturing concern carries the idea even further and extends the use to its business correspondence. Arrangement was made with a typewriter company to make a special logotype "letter" of the firm's trade name in its distinctive lettering, in ordinary type depth. The concern in question had no use for the regular star (*) on its machine. Accordingly this star was removed from the machine and the trade-name "letter" substituted. The fact of a trade name in its distinctive lettering appearing in the middle of a regular business letter is so unique as to focus the reader's attention on the name and thus help impress it on his mind.



NOTE THE SIMPLICITY

of making Perfect Duplicates with the

Daus Improved Tip Top Duplicator

No intricate mechanism. No printers' ink. Always ready.

100 Copies from Penwritten and 50 Copies from Typewritten Original

Useful in any business for making duplicates of circular letters, trial balances, invoices, price lists, reports, menus, manuscripts, drawings, specifications, etc.

Sent on 10 days' Trial without Deposit

Our negative rolls now have our new "DAUSCO" OILED PARCHMENT BACK, giving additional strength and efficiency.

Complete Duplicator, cap size, Prints 8¾x13 inches. PRICE, $7.50, less 33⅓ per cent. discount..... $5.00

Circular of larger sizes upon request.

FELIX B. DAUS DUPLICATOR CO., Daus Bldg., 111 John Street, NEW YORK

Stop Forgetting!



A Perfect Memory Is the Key to Success

The mind of the average person is filled with thousands of single unrelated ideas which waver and fluctuate with every emotion, like the billows of the sea.

The man with a Wandering Mind can never hope to Make Good—he will always be a drug on the market—he has too many competitors. The great men of all ages are those who acquire the ability to concentrate and to memorize.

My method is highly recommended by ELBERT HUBBARD, PROF. DAVID SWING, and thousands of others. Ten minutes a day of your spare time will give you this training and not interfere with your work in any way.

You Can Be Trained to Remember Accurately

In the business battle — matching wits each hour of every day — the ability or inability to think on your feet, to remember instantly and accurately means gain or loss. To succeed you must be "forget-proof." Just as surely as a poorly organized business can be placed upon a basis of perfect systematization and thereby made thoroughly efficient — so can your mind be trained and made a classified indexed and cross indexed filing system of facts so that you can command, on the instant, any thought, fact or argument.

The Dickson Method of Memory Training Will Do This for You

It will enable you to classify impressions, ideas, names, facts and arguments so as to have them ready at a moment's notice at any time. It will train you to think on your feet, to converse in a natural, interesting way, to overcome self-consciousness and bashfulness, to acquire easy, logical thinking. My course is not a theory, but is purely and absolutely scientific—the result of more than 20 years of close, intimate contact with students in schools and colleges and searching their developing minds for means of strengthening their memories.

I Want to Send You My Book, "How to Remember," Absolutely FREE

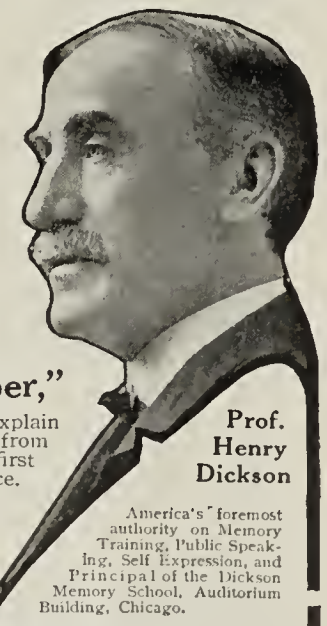
Simply clip the coupon and mail it today. It will explain clearly the course that has raised thousands of men from failures to great successes. You can have this same training. My free book is the first step. Don't delay. Age, education, vocation or place of residence makes no difference. Send the coupon today.

How to Get a Free Copy of This Valuable Book

De luxe edition handsomely illustrated, richly bound. Is exactly suited to meet the needs of the man or woman who desires to be a successful public speaker. The price of this 1911 de luxe edition is $2.00. I will, however, present a copy absolutely free to every student who enrolls for my course of memory training within ten days after reading this offer.



Send the Coupon Today



Prof. Henry Dickson

America's foremost authority on Memory Training, Public Speaking, Self Expression, and Principal of the Dickson Memory School, Auditorium Building, Chicago.

Prof. Henry Dickson
Principal, Dickson School of Memory
760 Auditorium Bldg., Chicago, Ill.

Send me free Booklet "How to Remember," also full particulars how to obtain a free copy of Dickson's "How to Speak in Public."

NAME ....

STREET .....

CITY.....STATE.....

Money in Collecting

EVERY MEMBER AN EXPERT COLLECTOR — NCA — 1907

As an opportunity to men without capital the collection business has few equals.

The profits are good. Yearly net incomes range usually from $1200 to $2500 and in some cases exceed $5000.

Easy to Start. You can start while holding a salaried position, using your spare time. No capital is required; you begin earning at once and the earnings pay your way.

To make your success sure and rapid you want proper preparation and a system that produces results. You will enjoy reading our interesting and instructive book "Skilful Collecting." Send today and receive a **free** copy by return mail.

Business Men, Credit Men, Bookkeepers, Collection Managers

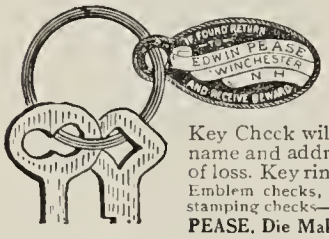
We have two courses of instruction for you; one wholesale, one retail. We teach you to collect your **slow** accounts without losing trade. We teach you to handle your **bad** accounts as skilfully as any attorney or collection agent. Send for our *FREE* book *"Skilful Collecting"*

National Collectors Association
381 Park Place Newark, Ohio

WHAT HAVE YOU TO SELL TO NEW CORPORATIONS AND BANKS

REPORTED DAILY IN **POLK'S REPORTS** DETROIT MICH. R.L. POLK & CO. Publishers

OH! YOU MASONS—MOOSE—ODD FELLOWS—K. P.—EAGLES—ELKS AND OTHERS.



YOUR KEYS CAN'T TALK

But this German Silver Key Check will tell your name and address in case of loss. Key ring included **15 Cents** (Retail Price 25c)
Emblem checks, nearly all the orders. Tools for stamping checks—AGENTS WANTED.
PEASE, Die Maker, Dept. A. Winchester, N. H.

DESIGNING ENGRAVING ILLUSTRATING

SPEEDY WORK GUARANTEED — WE SET THE PACE OTHERS FOLLOW



SPRUNK ENGRAVING CO.
JOURNAL BUILDING
TELEPHONE M.1491
DETROIT, MICH.

Systems That Failed

(Continued From Page 184.)

Such a chart, it was argued, would express all the relations governing the organization of the business so as to show the very foundation upon which all authorities, accounting and business transactions are based and conducted. As a need for such systematization it was argued that more failures in business had occurred from lack of departmentalization, even where other methods were up-to-date, than from any other managerial causes except lack of capital and incompetence.

Gradually, as the new system was introduced department duties were segregated. In place of the old highly individualized departments where each sub-manager and employee had tended to the work while he had grown into and up with, in future he was to handle only that laid down on the governing organization sheet.

In a business possessing high initiative in its employees together with marked adaptability, this was thought to be right as well as highly practicable. So it was found to be—as far as the house was concerned. But that "other partner the public" was not only slow to fall in line but quick to show its resentment. Customers were used to transacting their business with certain department heads; what had knit *their* faith to "the house" was the fact that for years their business had had that attention which comes from close personal contact. The manager in whose department A—'s orders were booked and from which they were handled knew A—'s business, his rating, and quite likely what the coming season's demand would probably be. And if A— had a complaint, he wanted it to be handled by a man he knew, not by some department in which he did not know a man.

The road men, too, in coming in from their trips complained that the mass of new rules where none had been before hampered them at every turn. From every quarter complaints against the new system piled up until they actually threatened the continuance of the organization in its old time effectiveness. Something had to be done.

Finally the manager took a careful survey of the situation and summed it up to a group of department heads as follows:

"Boys, I believe what we need in an organization of this kind, where every man is chock full of initiative, is a departmental system that is a record rather than a guide. We want to know what the men have done—not keep them from doing something they believe to be for the good of the business merely because its in another man's department. What I propose is that we turn this system other end about. Let's tabulate departmental records and have them charted. Then, when the need of departmentalization is clearly shown, work to it."

The suggestion went through with a rush. Provisions were made for the tabulation of office and sales data and today the system that failed at first is one of the most valued assets of the company.

Making Our Banking System Panic-Proof

(Continued From Page 182.)

The mere existence of such a resource would prevent panics. The latter are the general result of a general knowledge that no bank can possibly pay all of its depositors at once. The patrons of a bank are frightened by a "run" upon it and join in it and if the panic becomes general all banks can be forced to close. With such a national organization as is proposed no solvent bank could ever be closed and a general panic would be rendered impossible. A suspension of banking facilities and a denial of banking accommodations to responsible business men would become unknown in this country as it is now practically unknown in England and the principal European countries.

There is very little difference of opinion as to the necessity for banking reform along the lines indicated. All political parties this year declare in general terms in favor of it, but it is difficult to draft any definite and practical plan that will not meet violent opposition. There is an ever-present fear that somebody is going to control any organization that may be created and use it for private advantage and to the public's disadvantage. There is such a thing as being so timid that nothing really effective can ever be done, and that is the spirit in which a great many people approach our banking problem.

The situation is a simple one. Our banks cannot individually stand up against a panic; the weakest will go first, but as they go the alarm will increase and the strongest will go in the end. If they are allowed to co-operate so that the system as a whole can give support to the individual members, they can stand any storm, but many people are afraid to have a strong banking system because they think the strength may be

abused. It is difficult to have patience with such a view, for trustworthy banking service is fundamental to our progress as a people. We must provide it and find a way to safeguard the use of its powers.

As a matter of fact the danger that the banks of the country will conspire against its business prosperity does not bother anybody who understands the reciprocal relations that exist between the banks and their customers. The business of a bank grows with the business of its customers. No bank can hold its customers unless it gives them good banking service, and if all of the banks doing business today were to conspire against their customers there would soon be competitors with a more intelligent view of the banker's function.

A National Clearing House

THE plan proposed divides the country into fifteen districts for the election of directors of the national organization. Each district will have two and no district can have more than three, which secures a very broad distribution of the representation. Besides this, each district will have a board of its own and an office of its own for the transaction of business with the banks of that district. The Secretary of the Treasury, the Secretary of Commerce and Labor, the Secretary of Agriculture and the Comptroller of the Currency as representatives of the Government are made ex-officio members of the Board. Furthermore, the Governor of the Association, its head official, is to be named by the President of the United States from a list of not less than three submitted by the board of directors. Finally, the loans of the Association are restricted to re-discounts for the local banks and the paper re-discounted must represent loans made for strictly commercial purposes, that is to say, for carrying on the current trade of the country, and must not represent speculative or permanent investments. Loans upon stocks and bonds are strictly forbidden.

The provisions that are specifically made for safeguarding the management of the Association seem to be sufficient to guarantee that its resources will be devoted to the end which all agree should be subserved, i. e.—promoting and protecting the legitimate industry and trade of the country, but of course other regulations may be added as experience suggests. The best assurance is found in the fact that the Association as planned would be a semi-public institution, with complete publicity for all its acts and with its management constantly under observation and criticism. All of its earnings above five per cent on the cap-



ROTOSPEED

Its Many Uses

Price $25

THE ROTOSPEED is a modern *labor*, *time* and *money* saving duplicating machine with practically unlimited use—It is a necessity to the progressive merchant and business man.

The owner of a ROTOSPEED can save—every day—numerous printer's bills by printing his announcements, personal selling letters, office forms, price fluctuation notices, etc.

In fact, printing in quantities anything you desire that is accomplished with pen, pencil and typewriter.

A a Cost of but 20c per Thousand

It is accurate, economical, efficient and simple—Your office boy can operate it.

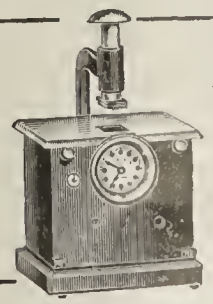
EVIDENCE OF USERS

Has a record for absolute satisfaction—an abundance of voluntary testimonials received from users in every line of business—our booklet "A BUSINESS BOOSTER" will be mailed upon request together with a few copies of testimonials printed on the ROTOSPEED.

If we are not represented in your city your check for $25.00 WILL BRING IT for ten days' trial. If it is not satisfactory, we will refund your money.

THE ROTOSPEED CO.
W. FIFTH ST.
DAYTON, OHIO

Read our great Subscription Offer for Commercial Law Simplified, on page 222!



Here is the one logical method of keeping an accurate account of when you received and when you sent out letters, orders, contracts, etc. It will avoid all disputes, as it records every minute of the day or night.

Follett's New Model Time Stamp 8 Day Wind

Absolutely automatic, requires no attention and is the only POSITIVELY ACCURATE register on the market. Write for full information and for our latest catalogue.

FOLLETT TIME RECORDING CO. 670 HUDSON STREET NEW YORK CITY



Found! A writer of Red-Blooded Follow-up Letters that scintillate the Scarce, Strong, Sure, Six-cylinder Salesmanship. Write him!

AD-MAN DAVISON.
WALDHEIM BUILDING, KANSAS CITY, MO.

DON'T
Ask BUSINESS *for*
Mailing Lists
"That's Our Business"

Ask for our "Silent Salesman No. 54 for 1912." **It's Free** and contains over 2000 different mailing lists. For instance.

109	Aeroplane Mfrs.	$ 2.50
107	Aviation Supply Dealers	2.50
556	Auto Manufacturers, Strictly	3.00
6,337	Auto Garages	15.00
11,610	Auto Dealers and Agents	20.00
4,525	Auto Repairs	10.00
2,749	Auto Supplies	7.50
166	Auto Supplies, Whol.	2.00
63	Auto Jobbers	1.00
521	Auto Tool Mfrs. and Dealers	4.00
227	Auto and Buggy Top Mfrs.	2.00
472,000	Auto Owners, Per M	2.00
123	Auto Tire Mfrs.	1.50
267	Auto Truck Mfrs.	2.00
384	Advertising Agencies	4.00
514	Mfs. and Jobbers Adverting Novelties	3.00
50,000	Agents, Books, etc., Per M	4.00
50,000	Agents and Canvassers, Per M	4.00
733	Amusement Parks	5.00
3,750	Department Stores	5.00
2,205,303	Farmers, Per M	2.50
1,976	Five and Ten Cent Stores	5.00
9,518	Five and Ten Cent Theatres	20.00

ASK FOR ANY OTHER LIST YOU WANT

Trade Circular Addressing Co.
168 WEST ADAMS STREET, CHICAGO
Established 1880

ital would be turned into the Treasury of the United States.

The benefit most commonly anticipated from such a measure of banking reform is protection to the community against a sudden suspension of banking facilities, but valuable as this protection would be there are other benefits which would doubtless be of still greater importance. The service of a central re-discounting agency for all the local banks would give an elasticity and fluidity to credit all over the country which it does not now have. It would enlarge the discounting powers of every local bank, for first-class paper could always be passed up to the national association. Moreover, paper which was known to be acceptable to the national association would pass readily among local banks, thus promoting the more complete employment of banking resources. Legitimate and successful business in every part of the country would benefit by having new and authoritative standards of credit established.

Little Things That Speed Routine

(Continued from Page 191)

6—How to "Weed Out" Applicants

EVERYONE who has had anything to do with hiring salesmen knows the great amount of time taken by preliminary interviews with non-eligibles. Common courtesy demands that each applicant be at least given a hearing. Generally this work is done by the sales manager whose time is an important consideration.

The sales manager of one large manufacturing concern economizes his time by turning the preliminary interviews over to two assistants. All applicants are first interviewed by assistant "A" who briefly explains the company's proposition and its requirements. At this stage men will often drop out of their own accord because the proposition is not what they are looking for. The assistant also turns down men who obviously are not fitted for the work.

Men who pass this stage are referred to assistant "B" who carries the interview several steps farther and explains the company's proposition and requirements in detail. He also takes the initiative in turning down unsuitable men. Persons who survive these two interviews are then introduced to the salesmanager who takes the final step and by this method his time and energies are conserved to a considerable extent.

7—Putting a Time Limit on Issuing Supplies

IN A LARGE OFFICE with a number of departments the stock department will be called upon at all hours of the day to issue supplies. This irregular filling of requisitions hampers the stock clerks in their regular routine work, and dissipates much of their time in running back and forth.

One concern has made it a rule that no supplies will be issued after 10 o'clock each morning. Department employes are instructed to check up stationery supplies, etc., immediately on arrival in the morning and to issue necessary requisitions at once. Thus, the clerks in the stock department can settle down to routine work at 10 o'clock each morning and be free from interruption the rest of the day. Within a month of placing this system in operation the concern was able to run its stock department with two men less, which represented the time wasted by the old method.

8—How to Save Moments in Filling in Form Letters

IN FILLING IN names and addresses on form letters a great deal of time is spent in bringing the first letter of the fill-in in alignment with the left type margin of the letter. The time taken by this operation can be greatly minimized by using a paper guide on the typewritter carriage. With such an attachment the letter merely needs to be placed in the platen flush with the paper guide. No time need be taken in adjusting the sheet provided the guide is set evenly and firmly in the first case.

Another method is to type the name and address about an inch to the left of the body of the letter in which case exact adjustment is not necessary. This method does not "give away" a form letter for the reason that this typographical arrangement is used by a large number of concerns in their regular correspondence.

9—Getting the Right Enclosure in the Envelope

IN THE HURRY of dispatching mail enclosures are often omitted or placed in wrong envelopes. Where a mailing clerk has to read each letter to be sure of its enclosures such mistakes can easily happen and are to a certain extent excusable.

It is becoming a practice with many concerns to have the stenographer type at the foot of each letter the nature of its enclosures, such as: "Enclosure, Blank booklet, Testimonial sheet, Contract Blank, "or "Enclosure: Correspondence with Blank & Co." Thus the mailing clerk is saved the trouble of reading each letter; he merely needs to glance at the foot of the letter to learn the exact nature of its enclosures.

In 1916

(Continued From Page 187.)

"I do!" he laughed. "Anyway, if you lose it it won't be much loss, as gold. Hear me! Good bye, now. I've got a chance to plank in another million before morning, I think, if I hustle. Good bye!" and he left me; dazed as I had never been in my life.

The next day, business was practically paralyzed. The morning telegrams from reliable informants again told convincingly of the stupendous amount of gold in sight, and the certainty of a thousand per cent more, not in sight. Vessel owners threw up contracts, defying all risk of damage suits, and fitted for Alaska; for any price they might demand for passage was instantly forthcoming. Every vessel in Portland, Seattle, and other Pacific ports was put under an Alaska charter within a week. Every train brought from the interior men of all classes and all nationalities, bound for the Tongavara, and not one-tenth could get passage.

Then came the rumor, indefinite and unconfirmed, that the Government was considering the withdrawal of the section from entry; and with it came the question, "Why?" That should have been sufficient to focus attention on the probable result of so vast a quantity of gold being suddenly thrown in as money; but I saw little or no indication of any focussing. No doubt there were many keen men who saw the danger, but like Bouchelle and myself, they weren't saying anything about it.

So, I got my mind on the two million I had to spend, and a good chance came at once. I ran across Jim Rideout, of the Rideout Brothers Lumber firm. He was looking as cheerful as if he was to be electrocuted in two hours and didn't like the outlook. I'd known for some time that they were sailing pretty close to the wind—too close.

"How's it going?" I asked cheerfully.

"I guess we're done, Haswell," he groaned. "There'll be an application for a receiver in the morning. You know what that means!"

I felt heartily sorry. They were bright, square young fellows, but too energetically ambitious and they'd overrun their capital.

"Look here, Jim!" I said, "if you care to give me a few details of how you stand, I may have a proposition to make."

He climbed into his buggy—more like an old man than a young one, and exclaimed: "Come down to the office." There he laid before me a balance sheet recently drawn off. It showed wharf and yard and other assets totalling four hundred thousand dollars, and liabilities of two hundred and eighty thousand.

"This shows your interest to be about a hundred and twenty thousand," I observed.

"It does," grunted Charles, the brother. "And when a receiver gets through we won't have enough to pay fares to New York. You know what receivers are."

"I've heard," I grinned. "Let's go through the yard."

Inventory in hand I spent two hours looking at the lumber.

"Well!" I said finally: "Here's my proposition: I'll buy the whole outfit—real estate and stock. I'll take care of the liabilities at once and as soon as I can check up this inventory, I'll pay you what's coming to you—in cash."

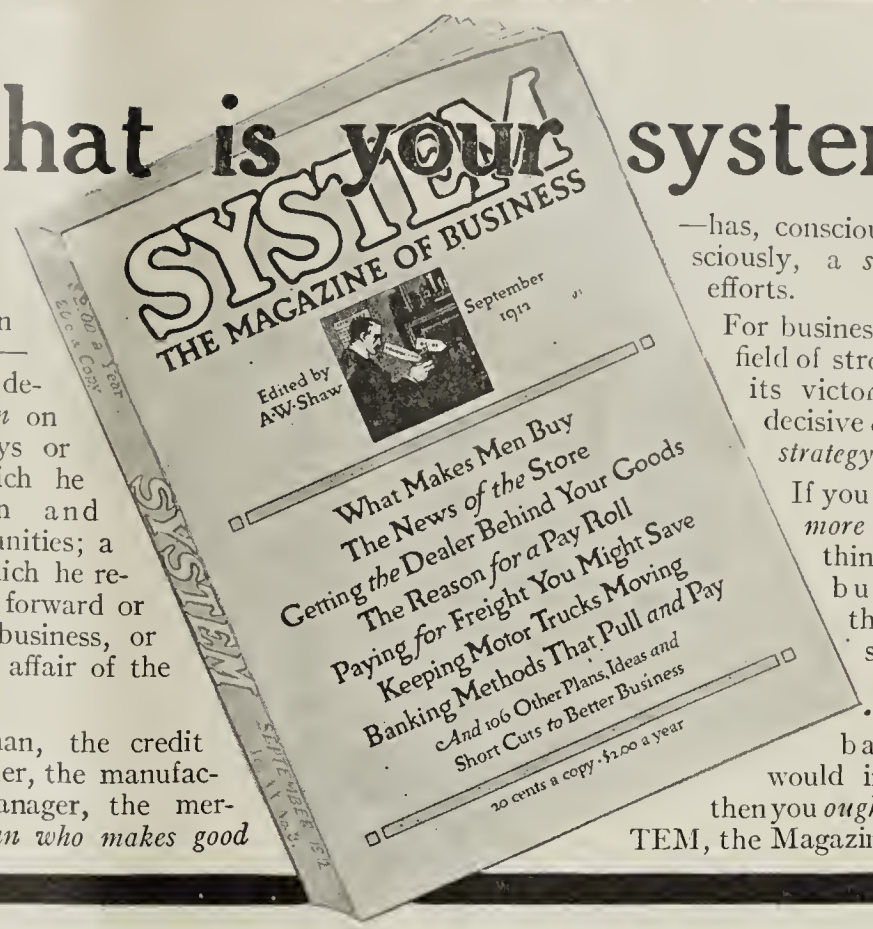
I suppose every man has at some time run up against surprise in concentrated, condensed, superheated chunks. I have, but I'd never seen it displayed as it was now. Each of the boys settled back slowly on this spine; their lower jaws dropping in

What is your system?

The successful man has a *system*.

A *system* on which he *acts*—on which he decides—a *system* on which he buys or sells, on which he judges men and judges opportunities; a system on which he retreats or goes forward or waits in his business, or in the business affair of the moment.

The salesman, the credit man, the banker, the manufacturer, the manager, the merchant—the *man who makes good*



—has, consciously or unconsciously, a *system* in his efforts.

For business is the battlefield of strong men. And its victories come from decisive *action* based on *strategy*—on *system*.

If you want to know *more* about the things that make business, than the *news* or gossip of them, if the *system*—the *plan*—back of each would interest you—then you *ought* to read SYSTEM, the Magazine of Business.

SYSTEM is a magazine that extracts out of the things men do in business, the *system* by which they did them—to help other men do better the things *they* have to do.

It tells with equal clearness the secret of some great selling campaign, or the twist by which a salesman closed one single order; the policy that made a Marshall Field, or the coup by which an obscure merchant draws crowds to his window; the method that cuts costs for some giant corporation, or the little knack that saves a moment of time for some salaried worker; a broad principle that improved a firm's correspondence, or a clever paragraph that made one letter win.

If you wish to make your business-work *more* than a dull hunt of dollars—if you wish to put on your *efforts* the cutting edge of *strategy*, and get from the business-day not only *more* income, but *more* of the taste of the glory of the game—SYSTEM will start you.

If you want to *do* more than clear away the job before you, and *get* more than is given to the man who is merely a workman, and *be* more than the man who makes the figures, or takes the orders, or writes the letters, or carries out the policies, ever *can* be—then you *ought* to read SYSTEM

Begin with the big September SYSTEM

Any number of SYSTEM is worth whole hours of your concentrated attention, worth keeping at your hand continuously until the next number comes; worth filing away for permanent reference.

But the September SYSTEM is even *more* to be prized.

Like every number of SYSTEM, it tells of the ideas, or methods or schemes, or policies that have met the varying needs of various business men and brought them in winners. digs deep into the principles and pulls out the *plan*, the *system*, of each move.

But it also especially meets the stir of the autumn's awakening activity.

The *kind* of plans and schemes and ideas the September SYSTEM brings, is the *kind* that the coming of the busy season has started the business man looking for.

Read in the panel below the brief summary of what merely one number of SYSTEM September has for you, Mr. Business Man, and you will see why you ought to sign and mail the coupon at the side.

Not even the delay of signing a check, or securing a money order is necessary, simply send the coupon and pay the little bill ($2, or $2.50 in Canada) later, when the invoice comes.

And by that time you will already have more than repaid yourself out of the inspiration, suggestion and help that the September SYSTEM will have brought.

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unison. Their arms hung like wet cable ends down each side; the fingers looking like ravellings. I guess I grinned a bit.

"*Ca-a-sh!*" drawled Jim. "Four-hundred —thousand——dollars!"

"That's the talk," I asserted. Considering that my total capital was known to be not over two hundred thousand, their surprise was natural.

"Let's call a lawyer and get the papers drawn," I went on. "As soon as the bank opens in the morning, the cash is ready."

So it was settled, and I'd got rid of four hundred thousand of Bouchelle and McRae's money.

The newspapers were alive now. Not even in the uproarious excitement of the great 1912 Presidential Election had there been so many specials and extras; such an elimination of other news as over this great gold discovery. And although there was nothing definite yet as to the quantity, the estimates and surmises went ahead of Bouchelle's; far ahead! The Government Engineers had reached Tongavara and as soon as they were known—which happened inside of thirty minutes—they were told to get off the earth and keep off. All they could do was to camp outside and look at what was being done, and that was all surface work. After a few days' ponderous deliberation the authorities sent me a notice of the withdrawal of the section from entry. That had the same effect as tossing one baked bean against a Pachyderm; and after the Interior Department had heard with amazement, and viewed with alarm, a U. S. regiment was ordered up there to maintain the Department's dignity.

All that used up time, and the general excitement was doubling every day and extending to every corner of the country. The high-brows were commencing to publish their respective and diverse views on "Money; what it is." The first great effect of all was on wheat. Suddenly reports came in that every bushel of wheat in the Chicago and the Northwest elevators was being held. On the exchanges the price offered went from a dollar-eight to two-forty, and no sales made. The big capitalists had exchanged their cash for a great staple and were freezing onto that staple. Flour tripled in price.

The conditions at Tongavara had become appalling. Of all boats which had gone up, only three had returned. The crews of the others had deserted, to a man, when they reached the river. Starrett, the Oakland ship owner, told me that two of his best boats were tied up there without even an anchor watch. Consequently, neither he nor any other owner could send another boat up and the crowd up there were starving—



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many of them literally starving. One report stated that a man had offered a sack of gold nuggets—(150 lbs.)—for a square meal and couldn't get it; and a number of killings were reported, just for a handful of meal.

With us, in the States, conditions were getting serious, but not so quickly as Bouchelle had feared. The banks caused the first great troubles. Loans were stopped entirely and renewals sternly refused. The finest gilt-edged endorsements were turned down, and the blackest trouble loomed just ahead.

The arrival of the 32nd Regiment at Tongavara was not followed by the conflict with miners that had been expected for there were but a score or two of those men left there, and they were ready to sell the entire mountain for a few hundred pounds of meal. All the others had scattered for food. Hundreds were found in the surrounding trails, lying dead alongside their sacks of gold.

I could get no news of Bouchelle and McRae. Not one scrap!

Another week passed by. By this time the entire country was dead and alive. Dead as regards business, but very much alive to the astounding and dismal conditions ahead. The Government Engineers had made sufficient examination to show that the amount of gold was stupendous, but no actual figures were made public; and although the Government was in full control of it, no one could escape the grinding conviction that the world's standard of money was smashed—smashed into splinters! And on every hand you heard the surmise that other great deposits might be found. On the Canadian side thousands of prospectors were scratching every inch of the soil for other possible discoveries. And this fear or hope—according to the way a man looked at it—paralyzed finance, industry and commerce. Men who had goods refused to sell until they knew what money was worth. Those who were compelled to sell put prices where they pleased. Wheat went to eight dollars the bushel, and meats and other food stuffs rose in the same proportion.

I managed to pick up real estate, mostly out of town, at prices that didn't much exceed twenty or thirty per cent above normal; and so I got the rest of Bouchelle's money off my hands.

There was intense speculation as to what the Government would do, and a special session of Congress was called. A dozen bills were introduced calling for as many different measures to re-establish a gold standard or provide some other standard, and an avalanche of opposing opinions deluged both houses.

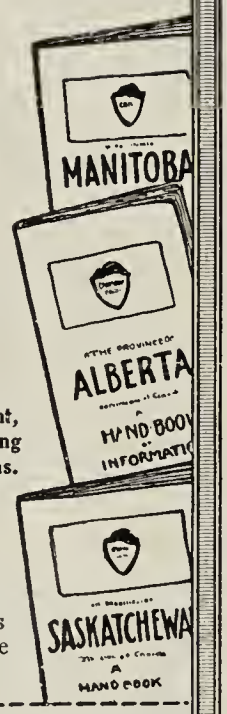

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And with it all there was a new black cloud arising which threatened the big capitalists and bond-holders. Up to this time the wage and salary earners were the sufferers. The cost of living had multiplied by eight, and wages—when work could be obtained at all—had not advanced. Now, the price of bonds were going to smash—U. S. bonds as well as the highest grade of railroads and industrials. As Mark Worthly, one of 'Frisco's big financiers said, "Who wants a gilt-edged, four per-cent bond when that four per-cent will mean only a dollar or less than a dollar in buying value if all that gold is let loose."

Europe took the same view, and American securities dropped tremendously there, and its own securities also showed the distrust. Fear was arising at all the world's financial centers, that that stupendous mass of gold on the Tongavara would lower the hitherto invincible standard all over the world.

I was wading through a mass of all this in the morning's papers when a hand was clapped on my shoulder, remaining there with a steely grip. Turning sharply I saw —Bouchelle. Just behind him was McRae. I had given up all hope of ever seeing them again, and had, but the day before, started enquiries for their relatives and heirs. Bouchelle grasped both my hands and yelled:

"How's a' wi' ye, Mon!" and Mac grinned his appreciation of that.

"You're alive; both of you?" I gasped.

"Surest thing you know!"

"Then-where-the-devil-have-you-been?"

"Up in the Straits on a whaling cruise. Then to Japan—now here. Go ahead, Mac! You tell the yarn. I want to smoke."

He tossed some cigars on my desk with an inviting gesture.

"Aweel, it's na so much," Mac commenced. "We expostulated vara circumspectly wi' the mob at Tongavara aboot our staked claims, but they were clear daft, wi' na respect for persons or property. They told us we'd got our share, an' they took us doon to the river an' tossed us in, an' told us to swim to the ither side an' stay there, the whilk we did. Then we made our way to where the Elsinore was tied up, and got aboard, but she'd been cleaned oot of every scrap of food, forbye a keg of gude herrin' that the robbers thocht were nails, I suspect. That saved us from starvation."

Bouchelle greeted the remembrance with a wrinkled, wry face, and Mac grinned.

"Then we pit th' launch overboard an' started to work doon to one of the harbors where we'd meet some craft for hame; but a deil of an off-shore blow came up an' we had to rin before it, an' then the gasoline gave oot. We tossed aboot outside for twa days, wi' nothin' but the gude herrin' for food, an' sma' prospect o' needin' that land." He gave another michevious glance at Bouchelle. "Then we sighted a tramp steamer headin' Nor'west or maybe Nor'west by West. She was the Helen Culbert, a stub-nosed, flat-bottomed auld deevil of a steam whaler. God forgie me f'r abusin' her, for she was a vara welcome sight.

"We offered the skipper gude money to run us over to Portland or San Francisco; vara gude money, but he wudna. But he offered terms to rin us into Tokio. An' such terms! Losh! the rapacitee of a whaler is only equalled by that of a Columbia River shingle dealer—or, forbye, a 'Frisco one.

"We got into th' Japanese current, whilk th' skipper mistook for the North Drift. He was fond o' gude whiskey an' neglected no opportunity to demonstrate his fondness; and he piled us up on th' Kunashira reef six hundred miles north of Tokio, an' we finished th' trip in th' whaleboats."

"Great Scott!" I ejaculated, "——— couldn't even get across without a wreck after all you'd been through!"

"Th' ways of Providence are beyond th' ken o' man," he retorted fervently. "We found Tokio hungry for money and we invested judiciously in the great locomotive works and ither industries. That pits oor money where its deepreciation 'll not be irritatin'."

I could now understand the bronzed, rugged, weather-beaten appearance of Bouchelle;—with Mac it was natural, forty years ingrown. In my turn I told them what I'd done with their two million and saw the hearty approval in their eyes.

"I'm mighty glad you took up the Rideout Brothers' matter," said Bouchelle. "They're good, square fellows and they ought not to lose their capital. And that wharf will work in well with your own yard when business gets adjusted."

I stared at him and he laughed as he turned to Mac and said:

"We'll have to put our lumber interests in good hands—eh, Mac? There's fifty thousand acres of standing timber and a big mill up in Washington that I bought; I think Haswell, here, will help us handle it all."

I slowly shook my head. "There'll be a lot of time to chew over that," I growled, "everything is going to smash here!"

"Hoot, Mon!" objected McRae, "ye're not expectin' fair weather all th' time! After a storm a calm—an' we're runnin' close-reefed wi' th' auxiliary in fair-workin' order an' plenty of fuel an' oil—eh, Bouchelle?"

Bouchelle nodded contentedly and when

I thought of the great piles of good, staple, merchantable lumber in my yards, and the way the prices were soaring, I couldn't pull a very long face.

But as the days succeeded each other the long face came. Reports of distress among wage and salary earners were simply heart-rending. Their food purchases had to be scaled down to the barest, coarsest necessities. Potatoes went to eight dollars a bushel, wheat to twelve dollars. That was bad enough for men who were earning; the thousands who were out of employment were facing starvation. In the big cities food riots were occurring daily, and in the smaller towns if there had not been big open hearts and open hands—as was afterwards clearly demonstrated—in far larger numbers than the country has ever been credited with, the distress would have been insupportable.

This was not because of a scarcity of food or money—but because of the grinding doubt and uncertainty of the exchange value. The merchant who banked one hundred dollars today could not guess how much, or how little, that one hundred would bring in a week's time. United States money, as a standard, was as uncertain as the quotations on a pool-room board.

Six weeks of this wretchedness passed and Congress was squabbling—with deliberation and dignity. At last the Bonslow Bill passed both houses and was signed by the President. It provided that one billion dollars, annually, should be coined from the Tongavara Mountain and expended in developments in all the States—pro rata. Road improvement and wild land development was to be the great exploitation, and the bill met with pretty general approval.

It would prevent any sudden, uncertain and uncontrolled increase of money which would upset the standard of value. It would distribute the great annual sum of a billion dollars largely among the farmers and laborers who would do the work and who would, in their turn, spend it among producers and dealers; and they, again, would spend it largely in wages for the increased production and distribution. And its first use would make permanent improvements which would greatly add to the productiveness of the country and help the distribution.

The act was passed a week ago and the outlook has already taken on a more cheerful tint. Many great manufacturing companies have announced resumption of work. Wheat has dropped one-half of the previous figure and other necessaries have followed.

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Where They Stand on Business Issues

(Continued from Page 188.)

(Mr. Taft)

Bitter complaints of the burden of increased prices and cost of living have been made not only in this country, but even in the countries of Asia and Africa. Disorder and even riots have occurred in several European cities because of the unprecedented cost of food products. In our own country changes have been manifested without regard to lower or higher duties in the tariff act of 1909. Indeed, the most notable increase in prices has been in the case of products where no duties are imposed, and in some instances in which they were diminished or removed by the recent tariff act.

How to Curb Monopoly

There is one respect in which high tariff rates may make for exorbitant prices. If the rate is higher than the difference between the cost of production here and abroad, then it tempts the manufacturers of this country to secure monopoly of the industry and to increase its price as far as the excessive tariff will permit. The danger may be avoided in two ways: First, by carefully adjusting the tariff on articles needing protection so that the manufacturer secures only enough protection to pay the scale of high wages which obtains and ought to obtain in this country and secure a reasonable profit from the business. This may be done by the continuance of the Tariff Board's investigation into the facts, which will enable Congress and the people to know what the tariff as to each schedule ought to be. . . .

The other method of avoiding danger of excessive prices from excessive duties is to enforce the anti-trust law against those who combine to take advantage of the excessive tariff rates. This brings me to the discussion of the Sherman act.

The anti-trust law was passed to provide against the organization and maintenance of combinations for the manufacture and sale of commodities, which through restraint of trade, either by contract and agreement or by various methods of unfair competition, should suppress competition, establish monopoly and control prices. The measure has been on the statute books since 1890, and many times under construction by the courts, but not until the litigation against the Standard Oil Company and against the American Tobacco Company reached the Supreme Court did the statute receive an authoritative construction which is workable and intelligible.

Federal Incorporation as a Check Upon Illegal Business

It would aid the business public if specific acts of unfair trade which characterize the establishment of unlawful monopolies should be denounced as misdemeanors for the purpose, first, of making plainer to the public what must be avoided, and, second, for the purpose of punishing such acts by summary procedure without the necessity for the formidable array of witnesses and the lengthy trials essential to establish a general conspiracy under the present act. But there is great need for other constructive legislation of a helpful kind. Combination of capital in great enterprises should be encouraged, if within the law, for every one must recognize that progress in modern business is by effective combination of the means of production to the point of greatest economy. It should be our purpose, therefore, to put large interstate business enterprises acting within the law on a basis of security by offering them a Federal corporation law under which they may voluntarily incorporate. Such an act is not an easy one to draw in detail, but its general outlines are clearly defined by the two objects of such a law. One is to secure for the public, through competent government agency such a close supervision and regulation of the business transactions of the corporation as to preclude a violation of the anti-trust and other laws to which the business of the corporation must square, and the other is to furnish to business, thus incorporated and lawfully conducted, the protection and security which it must enjoy under such a Federal charter. With the facilities conferred by such a charter, corporations could do business in all the States without complying with conflicting exactions of State Legislatures, and could be sure of uniform taxation, namely, uniform with that imposed by the State on State corporations in the same business.

I am not in sympathy with the purpose to make the anti-trust law more drastic. . . .

Summing up the general attitude of his administration toward the larger social and industrial problems which confornt the nation, the President adds:

We are living in an age in which by exaggregation of the defects of our present condition, by false charges or responsibility for it against individuals and classes, by holding up to the feverish imagination of the less fortunate and the discontented

the possibilities of a millennium, a condition of popular unrest has been produced. New parties are being formed, with the proposed purpose of satisfying this unrest by promising a panacea. In so far as inequality of condition can be lessened and equality of opportunity can be promoted by improvement of our educational system, the betterment of the laws to insure the quick administration of justice, and by the prevention of the acquisition of privilege with just compensation, in so far as the adoption of the legislation above recited and laws of a similar character may aid the less fortunate in their struggle with the hardships of life, all are in sympathy with a continued effort to remedy injustice and to aid the weak, and I venture to say that there is no national administration in which more real steps of such progress have been taken than in the present one. But in so far as the propaganda for the satisfaction of unrest involves the promise of a millennium, a condition in which the rich are to be made reasonably poor and the poor reasonably rich by law, we are chasing a phantom; we are holding out to those whose unrest we fear a prospect and a dream, a vision of the impossible.

In the ultimate analysis, I fear, the equal opportunity which is sought by many of those who proclaim the coming of so-called social justice involves a forced division of property, and that means socialism. In the abuses of the last two decades it is true that ill-gotten wealth has been concentrated in some undeserving hands, and if it were possible to redistribute it on any equitable principle to those from whom it was taken without adequate or proper compensation, it would be a good result to bring about. But this is obviously impossible and impracticable. All that can be done is to treat this as one incidental evil of a great expensive movement in the material progress of the world and to make sure that there will be no recurrence of such evil.

In this regard we have made great progress and reform, as in respect to secret rebates in railways, the improper conferring of public franchises, and the immunity of monopolizing trusts and combinations. The misfortunes of ordinary business, the division of the estates of wealthy men at their death, the chances of speculation which undue good fortune seems often to stimulate, operating as causes through a generation, will do much to divide up such large fortunes.

It is far better to await the diminution of this evil by natural causes than to attempt what would soon take on the aspect of confiscation or to abolish the principle and institution of private property.

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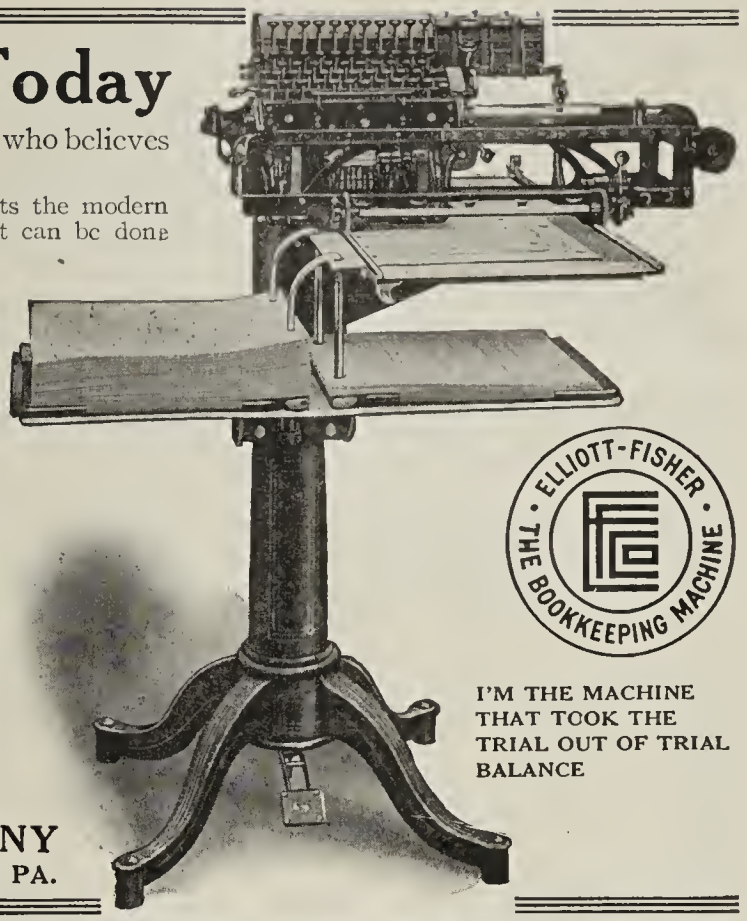
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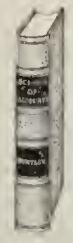
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Where They Stand on Business Issues

(Continued from Pages 189-190.)

(Mr. Wilson)

Big business is not dangerous because it is big, but because its bigness is an unwholesome inflation created by privileges and exemptions which it ought not to enjoy. While competition cannot be created by statutory enactment, it can in large measure be revived by changing the laws and forbidding the practices that killed it, and by enacting laws that will give it heart and occasion again. We can arrest and prevent monopoly. It has assumed new shapes and adopted new processes in our time, but these are now being disclosed and can be dealt with.

The general terms of the present Federal Anti-Trust law, forbidding "combinations in restraint of trade," have apparently proved ineffectual. Trusts have grown up under its ban very luxuriantly and have pursued the methods by which so many of them have established virtual monopolies without serious let or hindrance. It has roared against them like any sucking dove. I am not assessing the responsibility. I am merely stating the fact. But the means and methods by which trusts have established monopolies have now become known. It will be necessary to supplement the present law with such laws, both civil and criminal, as will effectually punish and prevent those methods, adding such other laws as may be necessary to provide suitable and adequate judicial processes, whether civil or criminal, to disclose them and follow them to final verdict and judgment. They must be specifically and directly met by law.

Regulation of the Money Power

But the problem and the difficulty are much greater than that. There are not merely great trusts and combinations which are to be controlled and deprived of their power to create monopolies and destroy rivals; there is something bigger still than they are and more subtle, more evasive, more difficult to deal with. There are vast confederacies of banks, railways, express companies, insurance companies, manufacturing corporations, mining corporations, power and development companies and all the rest of the circle, bound together by the fact that the ownership of their stock and the members of their boards of directors are controlled and determined by comparatively small and closely inter-related groups of persons who, by their informal confederacy, may control, if they please and when they will, both credit and enterprise. There is nothing illegal about these confederacies, so far as I can perceive. They have come about very naturally, generally without plan or deliberation, rather because there was so much money to be invested and it was in the hands, at great financial centers, of men acquainted with one another and intimately associated in business, than because any one had conceived and was carrying out a plan of general control; but they are none the less potent a force in our economic and financial system on that account.

Legislation to Protect Labor

The so-called labor question is a question only because we have not yet found the rule of right in adjusting the interests of labor and capital. The welfare, the happiness, the energy and spirit of the men and women who do the daily work in our mines and factories, on our railroads, in our offices and marts of trade, on our farms and on the sea, are of the essence of our national life. There can be nothing wholesome unless their life is wholesome; there can be no contentment unless they are contented. Their physical welfare affects the soundness of the whole nation. . . . No law that safeguards their life, that makes their hours of labor rational and tolerable, that gives them freedom to act in their own interest, and that protects them where they cannot protect themselves, can properly be regarded as class legislation or as anything but as a measure taken in the interest of the whole people, whose partnership in right action we are trying to establish and make real and practical. . . .

Development of Resources and Trade Relations

I do not know any greater question than that of conservation. We have been a spendthrift nation and now must husband what we have left. We must do more than that. We must develop, as well as preserve, our water powers and must add great waterways to the transportation facilities of the nation, to supplement the railways within our borders as well as upon the Isthmus. We must revive our merchant marine, too, and fill the seas again with our own fleets. We must add to our present postoffice service a parcels post as complete as that of any other nation. We must look to the health of our people upon every hand, as well as hearten them with justice and opportunity. This is the constructive work of government. This is the policy that has a vision and a hope and that looks to serve mankind.

(**Mr. Roosevelt**)

Any corporation voluntarily coming under the commission should not be prosecuted under the anti-trust law as long as it obeys in good faith the orders of the commission. The commission would be able to interpret in advance, to any honest man asking the interpretation, what he may do and what he may not do in carrying on a legitimate business. Any corporation not coming under the commission should be exposed to prosecution under the anti-trust law, and any corporation violating the orders of the commission should also at once become exposed to such prosecution; and when such a prosecution is successful, it should be the duty of the commission to see that the decree of the court is put into effect completely and in good faith.

A Tariff for Wage Earners

I believe in a protective tariff, but I believe in it as a principle, approached from the standpoint of the interests of the whole people, and not as a bundle of preferences to be given to favored individuals. In my opinion, the American people favor the principle of a protective tariff, but they desire such a tariff to be established primarily in the interests of the wage worker and the consumer. The chief opposition to our tariff at the present moment comes from the general conviction that certain interests have been improperly favored by over-protection. I agree with this view.

The commercial and industrial experience of this country has demonstrated the wisdom of the protective policy, but it has also demonstrated that in the application of that policy certain clearly recognized abuses have developed. It is not merely the tariff that should be revised, but the method of tariff making and of tariff administration.

Permanent Tariff Board

The first step should be the creation of a permanent commission of non-partisan experts, whose business shall be to study scientifically all phases of tariff making and of tariff effects. This commission should be large enough to cover all the different and widely varying branches of American industry. It should have ample powers to enable it to secure exact and reliable information. It should have authority to examine closely all correlated subjects, such as the effect of any given duty on the consumers of the article on which the duty is levied; that is, it should directly consider the question as to what any duty costs the people in the price of living. It should examine into the wages and conditions of labor and life of the workmen in any indus-



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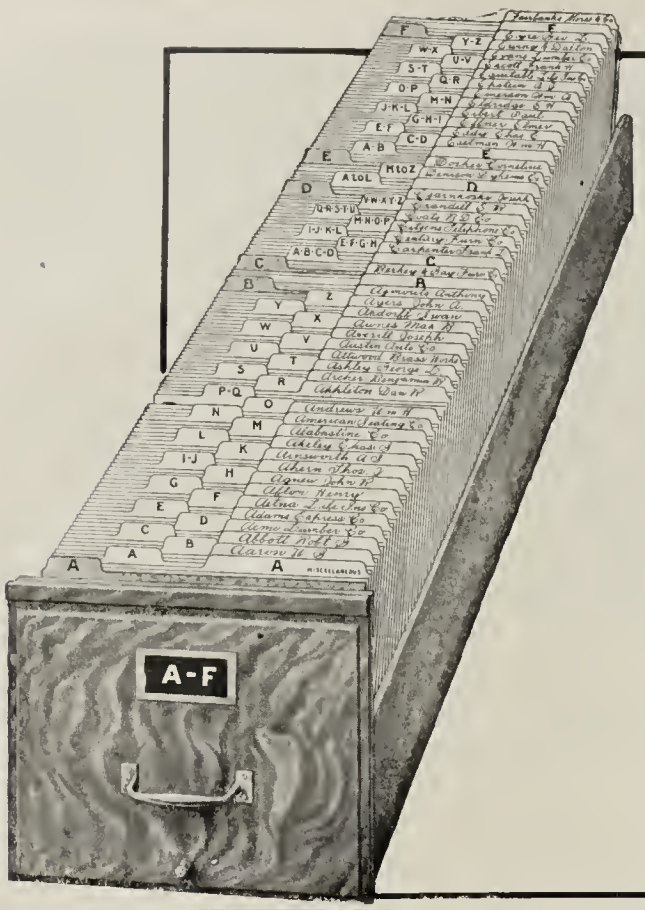
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try, so as to insure our refusing protection to any industry unless the showing as regards the share labor receives therefrom is satisfactory. . . .

As a further means of disrupting the old crooked, log-rolling method of tariff making, all future revisions of the tariff should be made schedule by schedule as changing conditions may reqiure. . . .

Regulation of Conditions of Labor

The first charge on the industrial statesmanship of the day is to prevent human waste. The dead weight of orphanage and depleted craftsmanship, of crippled workers and workers suffering from trade diseases, of casual labor, of insecure old age, and of household depletion due to industrial conditions are, like our depleted soils, our gashed mountain sides and flooded river bottoms, so many strains upon the national structure, draining the reserve strength of all industries and showing beyond all peradventure the public element and public concern in industrial health.

Ultimately we desire to use the Government to aid, as far as can safely be done, in helping our industrial tool-users to become in part tool-owners, just as our farmers now are. Ultimately the Government may have to join more efficiently than at present in strengthening the hands of the workingmen who already stand at a high level, industrially and socially, and who are able by joint action to serve themselves. But the most pressing and immediate need is to deal with the cases of those who are on the level, and who are not only in need themselves, but, because of their need, tend to jeopardize the welfare of those who are better off. We hold that under no industrial order, in no commonwealth, in no trade, and in no establishment should industry be carried on under conditions inimical to the social welfare. The abnormal, ruthless, spendthrift industry or establishment tends to drag down all to the level of the least considerate.

The public needs have been well summarized as follows:

First—We hold that the public has a right to complete knowledge of the facts of work.

Second—On the basis of these facts and with the recent discoveries of physicians and neurologists, engineers and economists, the public can formulate minimum occupational standards below which, demonstrably, work can be prosecuted only at a human deficit.

Third—In the third place, we hold that all industrial conditions which fall below such standards should come within the scope of governmental action and control in

the same way that subnormal sanitary conditions are subject to public regulation and for the same reason—because they threaten the general welfare.

To the first end we hold that the constituted authorities should be empowered to require all employers to file with them for public purposes such wage scales and other data as the public element in industry demands.

To the second end, we hold that minimum wage commissions should be established in the nation and in each state to inquire into wages paid in various industries and to determine the standard which the public ought to sanction as a minimum; and we believe that, as a present installment of what we hope for in the future, there should be at once established in the nation and in its several states minimum standards for the wages of women, taking the present Massachusetts law as a basis from which to start and on which to improve. We pledge the Federal Government to an investigation of industries along the lines pursued by the Bureau of Mines with the view to establishing standards of sanitation and safety; we call for the standardization of mine and factory inspection by inter-State agreement or the establishment of a Federal standard. We stand for the passage of legislation in the nation and in all States providing standards of compensation for industrial accidents and death, and for diseases clearly due to the nature of conditions of industry, and we stand for the adoption by law of a fair standard of compensation for casualties resulting fatally which shall clearly fix the minimum compensation in all cases.

In the third place, certain industrial conditions fall clearly below the levels which the public today sanction.

Needs of Wage Earners

We stand for a living wage. Wages are subnormal if they fail to provide a living for those who devote their time and energy to industrial occupations. The monetary equivalent of a living wage varies according to local conditions, but must include enough to secure the elements of a normal standard of living—a standard high enough to make morality possible, to provide for education and recreation, to care for immature members of the family, to maintain the family during periods of sickness, and to permit of reasonable saving for old age.

Hours are excessive if they fail to afford the worker sufficient time to recuperate and return to his work thoroughly refreshed. We hold that the night labor of women and children is abnormal and should be prohibited; we hold that the employment of women over forty-eight hours per week is abnormal and should be prohibited. We hold that the seven-day working week is abnormal, and we hold that one day of rest in seven should be provided by law. We hold that the continuous industries, operating twenty-four hours out of twenty-four, are abnormal, and where, because of public necessity or of technical reasons (such as molten metal), the twenty-four hours must be divided into two shifts of twelve hours or three shifts of eight, they should by law be divided into three of eight.

Safety conditions are abnormal when, through unguarded machinery, poisons, electrical voltage, or otherwise, the workers are subjected to unnecessary hazards of life and limb; and all such occupations should come under governmental regulation and control.

Home life is abnormal when tenement manufacture is carried on in the household. It is a serious menace to health, education, and childhood, and should therefore be entirely prohibited. Temporary construction camps are abnormal homes and should be subjected to governmental sanitary regulation.

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We believe that there exists an imperative need for prompt legislation for the improvement of our national currency system. The experience of repeated financial crises in the last forty years has proved that the present method of issuing, through private agencies, notes secured by Government bonds is both harmful and unscientific. This method was adopted as a means of financing the Government during the civil war through furnishing a domestic market for Government bonds. It was largely successful in fulfilling that purpose; but that need is long past, and the system has outlived this feature of its usefulness. The issue of currency is fundamentally a governmental function. The system to be adopted should have as its basic principles soundness and elasticity. The currency should flow forth readily at the demand of commercial activity, and retire as promptly when the demand diminishes. It should be automatically sufficient for all of the legitimate needs of business in any section of the country. Only by such means can the country be freed from the danger of recurring panics. The control should be lodged with the Government, and should be safeguarded against manipulation by Wall Street or the large interests. It should be made impossible to use the machinery or perquisites of the currency system for any speculative purposes. The country must be safeguarded against over-expansion or unjust contraction of either credit or ciculating medium.

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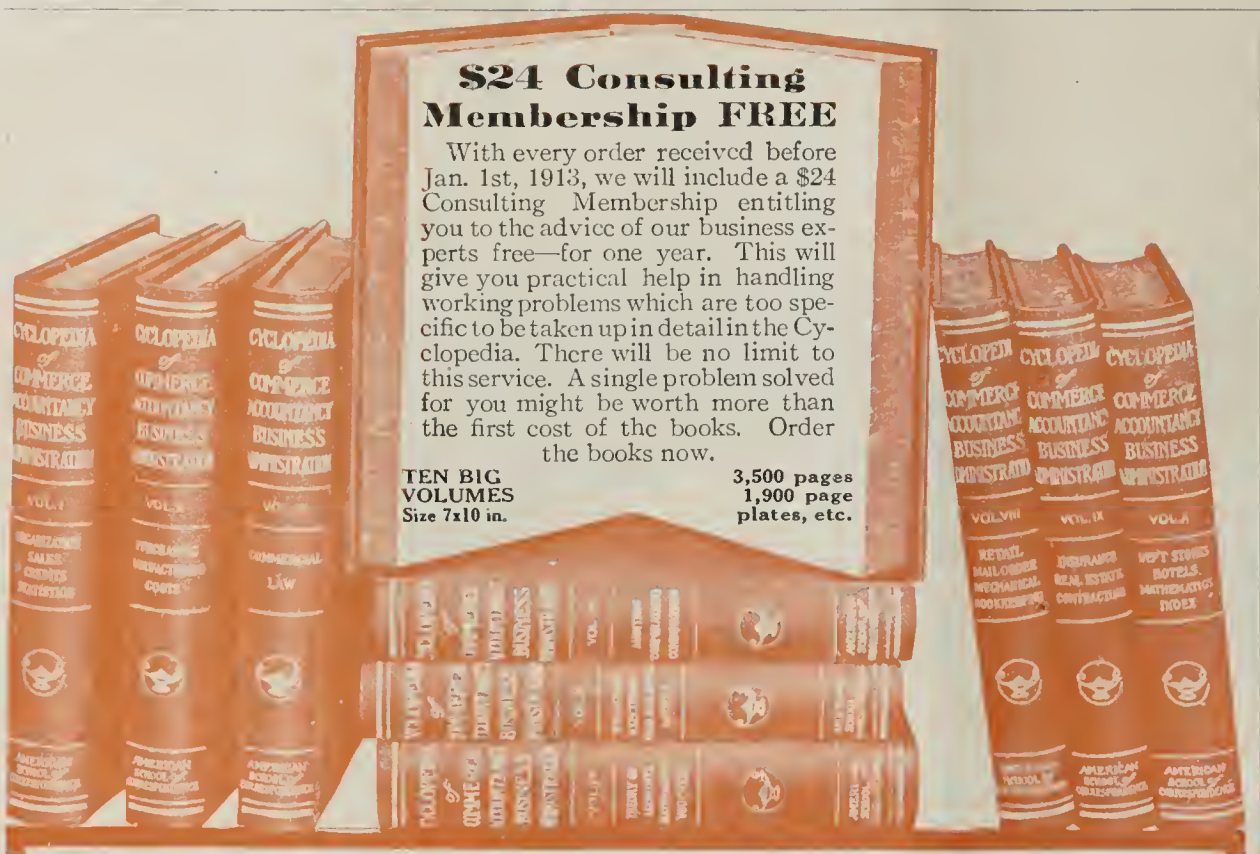
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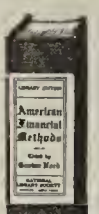
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Commercial Benefits of the Panama Canal

How the Opening of This Great Water Way Will Promote the Welfare of American Industries and Give Them a Commercial Opportunity Never Before Equaled

By Hon. Frank E. Doremus, M. C.

IN the latter part of 1913 it is confidently expected that the Panama Canal will be completed and that it will be opened to the world's commerce some time in 1914. The sum of $375,000,000 has already been appropriated, and it is anticipated that when complete the cost of the canal will be slightly in excess of that amount.

The construction of this canal connecting the waters of the Atlantic and Pacific oceans was conceived for a two-fold purpose and while it is true that we are building it for the whole world and intend to permit its use by all nations upon equal terms, its construction cannot be ascribed entirely to philanthropic or dinisterested motives. It has been stated that this canal will practically double the efficiency of our naval fleet and afford the American people a through competing route by water with the transcontinental railroads. Its utility from a military viewpoint is quite generally understood; but some doubt has been expressed as to its real value as a commercial asset. It is with this aspect of the canal that we are now dealing. What will be its effect upon American industries and the commerce of the world?

WITH the time rapidly drawing near when the long talked of Panama Canal will be an established reality, the question naturally arises in the minds of American business men —"What will we receive in return for this great expenditure of time and money." This feature of the stupendous undertaking is here briefly covered by Mr. Doremus, who has already made himself known to American shippers by the important part he played in the preparation of the canal bill, and especially through his leadership in the fight to encourage interstate commerce by exempting American vessels from payment of toll when engaged in coastwise trade.—Editor.

The first water route between the Atlantic and Pacific seaboards of the United States was by way of Cape Horn; then came the Panama Railroad, constructed before the Civil War, across the Isthmus of Panama. Merchandise was shipped from Atlantic ports to Colon, trans-shipped across the Isthmus by rail to Panama, where it was re-loaded upon steamers destined for San Francisco and other Pacific coast points. A few years ago the Mexican government constructed a railroad across the province of Tehuantepec 180 miles in length. This is the route most commonly used today. The Tehuantepec railroad receives the freight from New York and other Atlantic ports at Coatzacoalcos, and conveys it across the Isthmus to Salina Cruz, from which port it is taken by steamer to San Francisco or its other destination.

The Interstate Commerce Commission has found that these various water routes have limited the rate obtained by rail carriers between New York and Pacific terminals. It is likewise true that the through transcontinental freight rate from New York to San Francisco controls to a large extent the rail rate from intermediate points to the coast. Under the operation of the long and short haul clause of the Interstate Commerce Act, the railroads, with certain ex-



This new model for the entire Gatun section is accurately built to scale and gives a comprehensive idea of the canal as it will appear when completed.

ceptions, are permitted to charge no more for a shorter than for a longer haul. These things being true, we are safe in submitting the following statements:

(1) The through water rate controls the through rail rate.

(2) The lower the through water rate the lower the through rail rate.

(3) The lower the through rail rate from the Atlantic to the Pacific the lower the rail rate from intermediate points to the Pacific.

In considering the commercial benefits the American people will derive from the Panama Canal it should be borne in mind that manufacturing in the United States is no longer confined to cities along the Atlantic seaboards. Great manufacturing plants have sprung up in all the large cities of the middle west; great industrial centers have been developed throughout the territory lying between the Alleghany and Rocky Mountains. In many instances these plants are turning out the same products and seeking the same markets as those located in the eastern portion of the country.



Accurately designed models of the Gatun Locks have just been completed for the U. S. Government and will later be exhibited at the San Francisco Exposition.

The bath tub manufacturer of Chicago, for example, must have a transcontinental freight rate that will enable him to compete in this western market with the eastern manufacturers. The automobile manufacturer at Detroit is also reaching out for the western market. He has competitors in New York and other eastern cities who are seeking the same thing. In order to compete in the markets upon the Pacific coast the Detroit manufacturer must have a freight rate by rail to Pacific points that will be competitive with the water rate enjoyed by the manufacturer of automobiles in the eastern cities. The furniture manufacturer of Grand Rapids, the miller of Minneapolis, in fact all manufacturers of the great middle west must meet the market competition of their eastern rivals, and in order to do so they must have a freight rate that will be competitive with the water rate their eastern competitors will have upon the opening of the Panama Canal. The manufacturers therefore demand and will receive such a rate. It is in the interest of the railroads to meet this competition. If they do not meet it the manufacturers of the middle west will lose their market and the railroads will lose the business. When the Panama Canal is completed it is confidently expected that the force of market competition to which we have referred will act as a general leveler and regulator of transcontinental freight rates, and herein lies the great commercial benefit that will accrue to the American people.

It is an error, therefore, to assume that the benefits of the canal will be limited to people who live along the Atlantic and Pacific seaboards. The territory washed by the Mississippi River will be greatly benefited. It is anticipated that large quantities of produce and merchandise from this section of the country will find their way to the Pacific coast by the use of this river and the canal. I was also recently informed by a member of the Interstate Commerce Commission, that in his judgment the construction of the canal would in a few years do away entirely with complaints lodged before the Commission by shippers under the long and short haul clause of the Act to regulate commerce.

In framing the recent Panama Canal Act the greatest question Congress was called upon to determine was the amount of tolls that should be charged for the use of the canal, and whether American vessels engaged in interstate commerce should be exempted from the payment of tolls. The five members of the committee who signed the minority report parted company with their colleagues because of a firm conviction that to tax interstate commerce at the Panama Canal would be an unwarranted departure from a long established policy and would deny to the American people the full and complete benefits to which an investment of $400,000,000 clearly and justly entitled them.

It is therefore believed that in exempting coastwise shipping of the United States from the payment of tolls, Congress acted wisely. This action was in harmony with the fundamental American principle of free and unrestricted commerce between the states. To my mind it was one of the most important and far reaching questions that had come before Congress in a generation. The naked issue that confronted the nation was whether the Panama Canal would be run in the interest of the taxpayers and

consumers of the United States or in the interest of the transcontinental railroads that had always opposed the canal and would, if possible, destroy its beneficial use to the American people. I believed then, and recent developments have strengthened my belief, that the time to play fair with the American people was when the opportunity presented itself, instead of trusting to a future congress to correct an error. I believed that the canal should not only be a free waterway for our domestic commerce, but no railroad-owned or railroad-controlled boat engaged in interstate commerce should be permitted to poke its nose into the locks. I repeat my statement therefore, that Congress acted wisely and in the best interests of nine-tenths of the American people.

We have expended in the development of our other waterways and harbors and in the building of other canals the sum of $627,000,000. This is entirely exclusive of the appropriation for the Panama Canal. Notwithstanding this vast expenditure it never entered into the conception of Congress to erect a toll gate in the path of trade between the states. We have expended upon the Great Lakes and waterways connected with them, including the Soo Canal and locks, the sum of $110,000,000. The Interstate Commerce that passed through the Soo Canal in 1911 exceeded the world's commerce through the Suez Canal in 1910 by nearly 25,000,000 tons. We have expended in the improvement of the Mississippi River nearly one-third of the appropriation for the Panama Canal. In addition thereto vast sums of money have been appropriated for the development of the harbors at Philadelphia, Boston, New York, New Orleans and other cities. No attempt has ever been made to recover this money by the erection of artificial barriers in the way of our domestic commerce. In pursuing that policy at the Panama Canal, Congress has made that great project a free and untrammeled competitor of the transcontinental railroads and preserved a fundamental American principle. This principle, pursued from the foundation of the government, coupled with a system of internal improvements has made the domestic commerce of the United States the greatest of any nation on the globe.

The American people whose money is being invested in this great undertaking are



Col. Goethals confidently expects that the locks will be completed and the canal thrown open to the commerce of the world early in 1914.

naturally interested in the volume of business that will pass through the canal. The act for the operation of the Panama Canal authorizes the President to fix the toll which shall not be more than $1.25 per net registered ton, nor less than the estimated cost of operation and maintenance. It is commonly understood that the President will fix a toll of $1.00 per net registered ton,



It is commonly understood that the President will fix a toll of $1.00 per net ton which will be fairly competitive with the toll charged at the Suez Canal.

which it is believed, will be fairly competitive with the toll now charged at the Suez Canal, i. e. $1.30 per ton.

Of course the volume of business at the canal is largely a question of time and distance. In this connection it may be interesting to note that it costs to operate a vessel at sea 10c per day per net registered ton. This is for a vessel with a speed of ten knots per hour. If a steamer has a net registered capacity of 4,000 tons the cost of operation would be $400 per day. The toll upon this vessel at the canal would be $4,000. Independent of other considerations if a vessel can save $4,000 in time and distance it will use the Panama route. In other words, the ship owner would not be justified in adopting the Panama route unless he could save enough in operating expense to at least equal the toll charged. As against the route by way of the Straits of Magellan a vessel en route from New York to Valparaiso would save in distance 3,747 miles and in time 15 days by using the Panama route. A vessel en route from New York to Callao, further down the west coast of South America, would save 6,250 miles and 25 days as against the route by way of Magellan. Last year 2,500,000 tons of nitrates were exported from Chile, 500,000 tons being used in the United States and the balance in Europe. It is anticipated that the advantages of the Panama Canal will attract this entire volume of business. To haul this traffic would require vessels of a carrying capacity of 1,000,000 net registered tons, which would mean a revenue for the canal of $1,000,000.

There are also many other elements that enter into this question. For instance, it is expected that the United States will be able to furnish coal to passing vessels at a lower price than is now paid by uessels using the Suez Canal. Careful calculations have shown that American coal can be laid down at Panama and other points in that vicinity cheaper than Cardiff coal is now supplied at Port Said and other points along the Suez route. Without pursuing this inquiry in detail it may be stated that Professor Emory R. Johnson, government expert on traffic and transportation estimates that there will be available for the Panama Canal, during the first year of its operation, approximately 10,500,000 tons of shipping. Of this amount it is estimated 1,000,000 tons will be coast to coast business upon which no tolls will be charged. Assuming this as the volume of traffic, the revenue the first year will be about $9,500,000.

Col. Goethals, chief engineer in charge of the construction of the canal testified before

the House Committee on Interstate and Foreign Commerce that the cost of operating the canal and maintaining a civil government upon the canal zone would be about $4,000,000, leaving a net revenue of approximately $5,500,000.

These figures, of course, do not include the interest upon the debt created for the construction of the canal nor the cost of maintaining the military establishment upon the zone. Indeed if we attempt to levy a toll sufficiently large to pay these fixed charges it would amount to a prohibition against the use of the canal by the nations of the world. Col. Goethals has therefore recommended that as the canal is being constructed in a measure as a military defense, the cost of construction should be written off the books as a charge against the national defense. If that were done the surplus revenues could be converted into a sinking fund for the purpose of retiring the debt at maturity.

There is little doubt that practically all the shipping from the western coast of both North and South America will use the Panama route.

In fact the fast growing population of South America is just beginning to wake up to the advantages of American made products, and it is time the American manufacturers waked up to the wonderful opportunities for increasing their output in this great field, waiting, as it is, to be supplied with goods manufactured in all parts of the United States. It is important to observe in this connection that the Tehuantepec Railroad will not be a competitor of the Panama Canal. It costs at the present time about $7 per ton to trans-ship across this Mexican railway, and this cost is exclusive of loss by way of breakage and waste caused by unloading and reloading. With a toll of $1.00 at Panama as against a $7 charge at Tehuantepec it is easy to see that the competition of the latter route will be eliminated.

There are various twilight zones of traffic which may or may not be influenced by the Panama Canal. It is extremely doubtful, for instance, whether we may anticipate very much trade with India and Oriental ports. It is quite probable that these will continue to use the Suez route. Time alone will determine how much business will be developed through this new water way. There are those of us who believe that this splendid enterprise will not be consummated in vain and that its history, like that of the great Suez Canal, will show an increase in business from year to year. We confidently hope and expect that its effect upon our own commerce and that of the world will amply justify the undertaking.

In the old volume containing the laws enacted at the first session of the First Congress under the constitution, there is reflected, in my opinion, more wisdom on the subject of our merchant marine and the development of American commerce than is contained in all the propositions that have been advanced in Congress during the years intervening between that time and the enactment of the present Panama Bill. The first act found in this volume is an act to regulate the time and manner of administering certain oaths—an unimportant measure. The second act, introduced by James Madison, approved July 4, 1789, is an act for levying duties on goods, wares, and merchandise imported into the United States.



The persistency with which the work has been carried on makes it possible that the iob will be completed ahead of time.

This act aimed to raise revenue for the support of the Government, protect our infant industries, and encourage the up-building of our merchant marine. This latter purpose was accomplished by providing for a discount of 10 per cent of the tariff duties upon imports into this country in ships built and owned by American citizens. Not satisfied with this, Congress provided in the same act for special discrimination in favor of American vessels in the trade of the Far East. It provided that if tea was imported in American ships direct from India and China, it paid a duty of 6 cents a pound for Bohea, 10 cents for Souchong, 20 cents for Hyson, and 12 cents for all other green varieties. If, however, tea was imported in a foreign ship, it paid a duty of 15 cents for Bohea, 21 cents for Souchong, 45 cents for Hyson, and 27 cents for other varieties. The effect of this discrimination in favor of our own shipping will be understood when it is stated that on a cargo of 100,000 pounds of assorted teas, an American ship sailing from China or India would pay duties of $10,980, while a foreign ship would pay $27,800 for a like cargo.

The effect of this law upon American shipping was instantaneous. The report of the American Institute of the city of New York stated in 1828 that "so complete has been this security that your committee believes that there has not been a single pound of tea imported since the passage of the law in question which has not been imported in an American bottom."

The third act passed by the First Congress, approved July 20th, 1789, was an act imposing duties on tonnage. It provided that on all ships built within the United States and belonging wholly to a citizen or citizens thereof a tonnage duty of 6 cents per ton should be levied. It provided that all ships thereafter built in the United States, belonging wholly or in part to subjects of foreign powers, should pay a duty of 30 cents per ton, and that all other ships should pay duties at the rate of 50 cents per ton.

From the foundation of the Government we have pursued a consistent and undeviating policy of free trade between the states and of discrimination in favor of our own shipping and our own commerce. The wheat and corn of the West, the cotton and tobacco of the South, the manufactures of the East, the iron and coal of our mountain ranges, and the lumber of all sections have penetrated the farthest confines of the Republic, and neither the commercial nor the taxing power of Congress has ever been employed to intercept or impede their progress. This policy, wisely ordained by the founders of the Government, has been one of the great contributing causes of our marvelous growth. It has developed all sections of our country and benefited all classes of industry. It has made possible the present civilization of the Pacific coast and rendered the Panama Canal a military necessity and a commercial opportunity never excelled in the history of the world.

How I Saved $20,000 in One Year

By A. S. Herrmann

Office Manager, Burroughs Adding Machine Company

SOME of the tidiest profits of American industry are made in saving money through increased efficiency. In the factory higher efficiency means reduced cost of production. In the office it means reduced cost of doing business. The first is acknowledged by all progressive men as a requisite to success; the other is regarded by many as of doubtful expediency. These men are only too willing to let well enough alone. They need to be enlightened. Here is the story of high efficiency actually attained by the Burroughs Company, as told by Mr. Herrmann and transcribed for the readers of BUSINESS by James Cooke Mills. It will be a revelation to those business men, and in it are suggested the means by which other concerns may get equally satisfactory results.—Editor

IN EVERY large and well regulated office, where right methods of work are employed, I have found one person in direct charge and control of the daily routine. He is the authoritative head of the office force. His duties and responsibilities are varied and exacting, and resemble somewhat the peculiar duties of the executive officer of a warship. This officer is directly responsible for the efficient operation of every department of the ship. He is the great humanizing element in arousing a high sense of duty among the "line" and petty officers, and in developing a high degree of discipline among the crew. He is, in fact, the efficiency expert of the ship.

In like manner the office manager, chief clerk, head accountant, or whatever title he may have, is the executive officer of the concern. His chief duty, I believe, is to secure the highest working efficiency of the office force. He sets about to instill in the individual a fine spirit of loyalty to the house and to arouse a certain degree of enthusiasm over the product. He strives to give each clerk every facility to do his work in the easiest and simplest way and in the shortest time. To this end he rearranges the system and methods of work, not only in the department, but as *between* the various departments. He cuts out needless duplication of entries; and he installs modern mechanical aids and improved filing systems, and sees that they are used intelligently. Then, he determines, by carefully prepared reports, if each department is doing its work as economically as possible, and if each individual is mentally capable and qualified for the work put upon him. He is, indeed, the efficiency expert of the concern.

In our general offices I am expected to develop the highest possible efficiency of the office force, which under normal conditions numbers about 350 persons. Conditions of office work, like work in the factory, are constantly changing, and systems and methods of work in one department or another are being revised and improved almost every month. To do this in the most effective and practical way is no light task. Consequently I am not much concerned or interested in other matters pertaining to the general conduct of the business. The fact that the sales jumped 10 per cent from July to October, interests me only incidentally. But the fact that use is now found in our offices for more than one hundred adding machines, and that we are now the biggest users of typewriters in Detroit, and at least a leading user of dictating machines, is of the most vital interest to me. I am specializing on efficiency and these are the things which count in getting economic results.



On the first of January, 1911, there were 46 dictators employed by this company, who required the services of 43 stenographers. Now with the increased volume of correspondence the number of dictators has increased to 52 but the number of stenographers has been reduced to 32.

During the year 1911, in which the efficiency records showed a net saving of $20,000 over the preceding years, the largest item of savings was effected by the installation of dictating machines. Although the initial cost of this equipment exceeded $4,000, the saving effected in the first twelve months was more than sufficient to pay for the equipment and leave a balance of nearly $1,800. The total cost of all this equipment should not, however, be charged against any one year.

On the first of January, 1911, there were 46 dictators employed by the company, who required the services of 43 stenographers. The weekly salary of these stenographers was $573, or an average of $12.46 for each stenographer. The dictating equipment was installed at this time, and, although the volume of correspondence increased considerably during the year, and the number of dictators increased proportionately, or to 52, the number of stenographers was reduced to 32. Their weekly salary on January 1st, 1912, was $443.50, or a reduction of $129.50; and the stenographic cost per dictator was only $8.53. Although the *increase* of dictators over January 1, 1911, was 13 per cent, the *decrease* of stenographers during the same time was 26 per cent. The yearly saving of salaries of stenographers and machine operators by the use of the new equipment was $5,772.



Under the present system there is absolutely no congestion and four clerks handle 500,000 cards while others can work at the files without hindrance or annoyance.

But in considering the above figures you should note that if the old methods had been used during 1911 the stenographic force would have been increased in proportion to the increase in dictators. At least five additional stenographers would have been needed during the last months of the year, or an average of three for the year. At the average rate of salary paid on January 1, 1911, this additional expense would have amounted to $2,078. Besides this it would have been necessary to purchase additional equipment of typewriters, desks and chairs, amounting to an outlay of at least $500. And these increasing costs of stenographic work would have gone on year after year as the volume of business increased. Under the new and better methods, however, the aggregate saving is piling up each year, and, as greater efficiency is attained by the machine operators, a slight increase in savings from year to year may be expected.

The central transcribing station we believe is unusual in several respects. In the first place there is a well lighted room having two big windows, and we use inverted lights. The feature of good light properly diffused is an important consideration in striving for high efficiency. Then, there is an almost perfect arrangement of desks and transcribing machines, and the floor connections with which the various machines are hitched up. At the left are the individual lockers for the girls, and the sectional filing cabinets in which stationery of the various departments is kept. In the foreground of the picture will be observed the Supervisor at her desk on which are piled records waiting to be transcribed, and the shaving machine operated by the messenger.

Our dictating machine equipment now comprises 42 machines, of which 14 are for transcribing. Twelve of these are used in the central station, just described, while two are frequently used for rush work in other departments. This leaves 28 dictating machines distributed through the various offices and we have had such good results from the use of these methods of work, that we are continuing to install additional machines as need arises. Some of our correspondents who have a great deal of dictation have placed the new small machine on their desks in the place that most people have their ink wells. Unnecessary duplication of records and statistical work I have found needs constant attention. It is surprising to know how much of this needless work is overlooked. We are constantly striving to get away from "red tape," a malady with which we were stricken some years ago. In one department, for instance, a complete record is kept of all completed adding machines which leave the factory. It was formerly the practice to enter all this information on 5x8 cards, the entries being made daily from reports sent in from the selling force. Under the present arrangement the reports themselves are simply filed in numerical order for ready reference, and the only record made is the original shipping date to the first point of delivery. A subsequent entry is made of the sale date when the machine is finally sold. This simpler method has cut down the number of entries from about 700 a day to about 60, and, furthermore, a 3x5 card is used thereby effecting a saving on the cost of cards as well as filing cabinets. In addition there is the decrease in the number of clerks, due to the elimination of the transcribing of the records, which effects a saving in salaries of about $3,000 in a year.

While statistics are always necessary in a large firm or corporation, concentration of the work is essential for economic results. I have in mind a statistical record which was formerly made up by one department from daily reports received from the field force. When this information was gathered for their use, the original reports were sent to another department for other statistical records. This method was modified by having all the reports made up at one point, the ultimate saving resulting from this plan amounting to about $2,100 a year in salaries alone. In another department statistical records of sales are kept, and by combining this work with other statistical records a net saving of nearly $2,000 was made.

Too much stress cannot be laid on the fact that the little things must be looked after just as closely as the big ones. By careful analysis the items which appear small amount to considerable sums when computed on a yearly basis. Office supplies, for instance, such as pencils, paper, clips, pins, and so forth, while small in themselves run up into large amounts where a large office force is employed. In one department I recall a test which was made, in which six dozen pencils were given out to 25 persons in one month, the actual cost of the pencils being $1.50. The rule now in force is that an employee receives but one pencil a month. As a result there are but two dozen pencils used at the present time instead of six dozen. This means a saving of one dollar a month on every 25 persons employed, or $14 a month on the entire office force of 350. In a year the saving amounts to $168 on this one item alone.

During the year 1911 ordinary pins were substituted for clips in the general work of the offices with a net saving of $478.62. The Government stamped envelopes of the No. 10 size are used in large quantities, and cost approximately $2.20 a thousand, exclusive of the stamps. We formerly used a regular lithographed envelope which cost $3.35 a thousand. But by substituting the government stamped envelopes a saving of $1,150 on one million envelopes was made during the year. To this saving should be added the salary of the clerk whose time was formerly taken up in stamping the mail.

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In the old system when one drawer of the follow-up file was opened it automatically tied up the cards in all the other drawers.

HALF A BILLION DOLLARS IN BUSINESS CHANCES

Opportunities for Hotels, Stores, Factories, Mechanics, Engineers, Contractors, Physiciuns, Lawyers, Farmers, and Other Industries

By Jewett E. Ricker, Jr.

THE first time I went west of Winnipeg I stopped long enough in that city to buy a pair of all-wool blankets. I did that because, back in my school days, I had read of the "Northwest Territories" as "A cold, trackless waste of plains, forests and mountains uninhabited save by Indians and trappers."

Then, too, I wanted to be prepared for the long drives by stage coaches over the unfrequented roads of the Canadian West. I had my winter overcoat with me; also a sweater. But I like to be warm and was taking no chances.

Still complimenting myself inwardly on my foresight, I went down that same afternoon to the Union Station at Winnipeg and began looking for my train. I say "looking" for it because back in Chicago we don't have stations of just that sort. The station agent saw my predicament and, pointing down the long subway, told me to take a certain door to the right. I did so. When I got to the top of the stairs an eleven car train with heavy steel coaches and shining brass-work was waiting on the track.

There was no question that I had followed directions. However, I took a look at the equipment and then asked the uniformed conductor where I might find the train for Edmonton.

"This is it, sir," he said politely, looking a little queerly, however, at the blankets and umbrella I carried.

If it had been a Zeppelin airship I could not have been more surprised. I was still remembering my old geography lessons. However, I thanked him kindly and walked down the big platform to my particular sleeper.

This was in the early part of April. When I left Chicago the thermometer had registered forty-two. The next afternoon at Wainwright I got off long enough to check my blankets at the station and six hours later, at Edmonton, I put my umbrella in the closet at the hotel, so I'd be sure to forget it. The overcoat was new so I kept it until we reached Edson. Then I shipped it back to Winnipeg for use on the return trip to Chicago.

A Town Building Record Seldom Equaled

ALL OF THIS of course, has nothing to do with my story but I mention it because it is the usual experience of Americans when they make their first sojourn into the "cold, trackless waste" of the Canadian West. Like myself they confound Edmonton, Edson and the other towns of the western provinces with Nome and Dawson City.

The warmth of the climate is, therefore, the first revelation. The second comes in the growth and prosperity of the towns and the cities. The average stranger expects, of course, to see acre after acre of grain, but the busy streets of the bustling towns, the big stocks on the counters of the stores, the displays in the shop windows, the wealth and thrift that is everywhere apparent, is certainly a great revelation.

From Edmonton I had traveled on the first dining car the Grand Trunk Pacific railway had run through. The ride itself was through one of the richest agricultural districts of Canada—but Edson itself was the surprise.



The ride through the rich agricultural districts gives the visitor a view of acres after acres of grain.



Railway contractors supplies are carried down the Fraser River on a scow. The owuer of these scows is not yet thirty years old, but his experience in railway building was sufficient to secure him the contract for clearing and grading several miles of right-of-way.



Pre-emptors go in on horseback ahead of the railway and take up land with an eye to the future development when the steel is put through.



Even in the wilderness civilization is marching with great strides. This modern automobile meets boats at Soda Creek and carries passengers to Ashcroft, 137 miles over the old Caribo Road.

Here I found a town that consisted of a single tar paper house in 1910. Yet, less than two years later, it was a thriving town of 1,253 inhabitants—with all the earmarks and atmosphere of a city ten times its size. Sixty-seven places of business lined its main streets; the valuation of its buildings reaching $486,000, while the land valuation is placed conservatively at three millions of dollars. The story of Edson, however, is with local variations, the story of hundreds of towns that are springing up on the rich agricultural land of the Canadian West.

The Greatest Natural Wealth in Western Canada

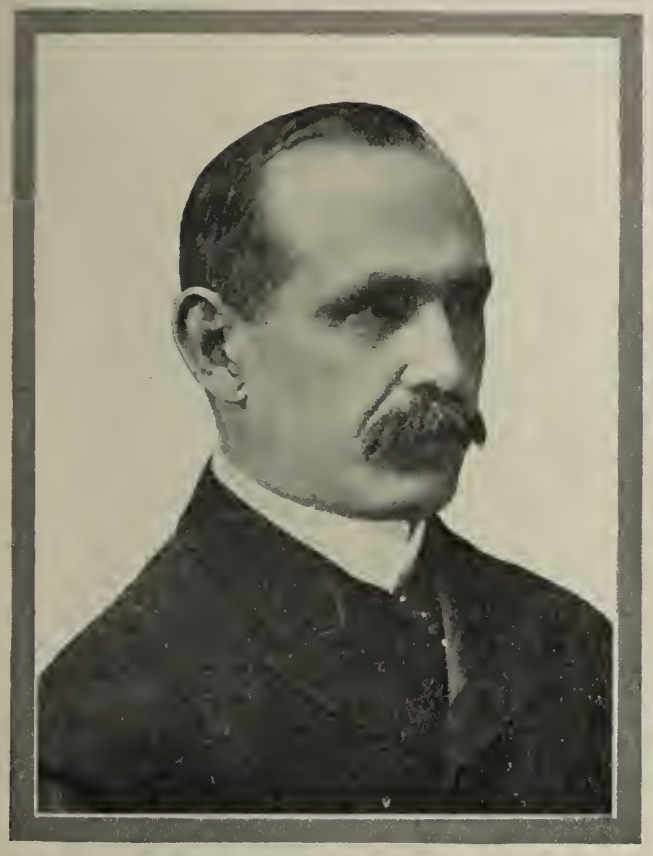
NOW let us take a look at the future of the new towns and cities that will soon spring up on the other side of the mountain divide. A few miles beyond the Yellowhead Pass, which is, by the way, the lowest pass of any used by a railway, the Grand Trunk Pacific will strike the Fraser River and will then follow that river, the Nechaco, the Bulkley and the Skeena practically the entire distance across British Columbia to the Pacific coast at Prince Rupert.

In doing this it will open Central British Columbia to the world for the first time and will tap what is generally acknowledged to be one of the richest agricultural, timber and mineral lands of the Canadian West. In addition to this the Peace River country to the north and the fruit raising belt in the southern part of the province will be opened by branch lines. Announcement has just been made that the bond issue of the Pacific Great Eastern railway has been a success and that four thousand men will be at work on this line within the next few weeks. This railway will be built from Vancouver northeast to some point in Central British Columbia, connecting with the main line of the Grand Trunk Pacific.

Now, let us patch the loose ends together and see what this really means. The distance from the Rockies, across British Columbia, to Prince Rupert is approximately five hundred miles. That is about the same as the distance between Chicago and Omaha or Chicago and Pittsburgh. The railway traverses a territory replete with rivers navigable for large steamboats and an agricultural and mineral section that is said, by experts, to contain the greatest natural wealth of any part of this Western country.

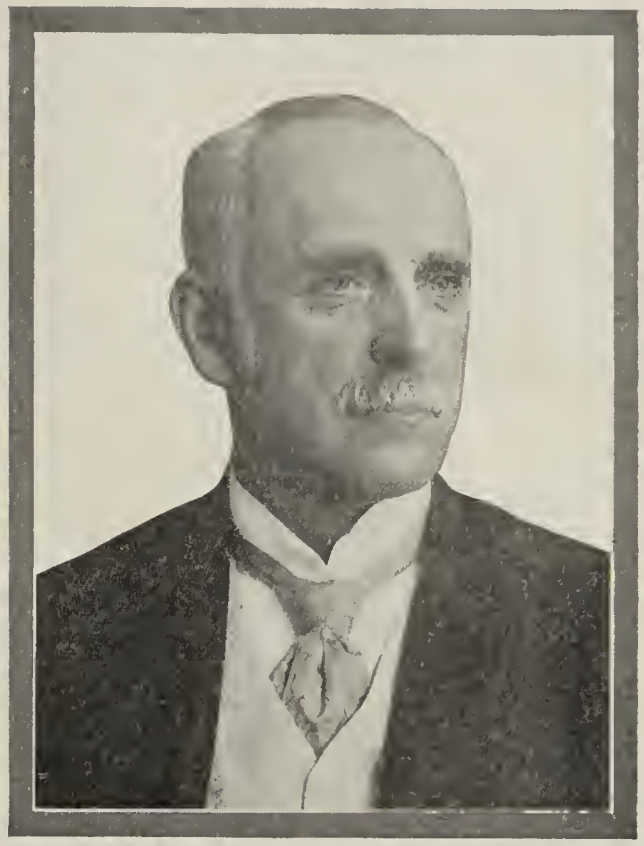
In the face of this fact, however, there is not at present a single town of one thousand inhabitants in the entire district. The wealth and the business is there but the towns are yet to be built. The whole territory is in the same condition today—and potentially richer—than were the states of Pennsylvania, Ohio, Indiana and Illinois before the railroads linked Pittsburgh and Chicago. The situation, in fact, is almost identical for it is known to a certainty, that oil and coal fields that will rival Pennsylvania's exist in this territory, while the farming districts are climatically the superior of those of Illinois. Add to this the fruit growing possibilities of this new country and the wealth in its virgin forests and you have an idea of the undeveloped opportunities that exist.

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A Question of Vital Interest to Business Men and Bankers



The National Reserve Association will regulate the currency issue so that the business man will not find money "tight" when it ought not to be. Panics and political control will be impossible and interest rates more uniform.—EDWARD B. VREELAND.

That the banking system of this country has not kept pace with the progress made in other ways is the opinion of those who are closely connected with it. In October Hon. George E. Roberts presented his ideas on "Making Our Banking System Panic Proof." In this issue we present two radically different views of an important matter now pending in Congress.—Editor.

If the National Reserve Association project is carried out it will be a menace not only to the great body of small banks in this country but to the people generally and the business man, particularly. A financial peril will be created.—LESLIE M. SHAW.

Centralized Banking Our Only Salvation

By Edward B. Vreeland

Vice-Chairman National Monetary Commission

THE present system of banking and currency is responsible for all the uneasiness, hysteria, disturbances, rising cost of living and panics in this country, and it is to correct these things that the National Reserve Association was planned.

All the leading bankers of the country, the economists and the body of financial writers have given it their approval. The Business Man hasn't yet, because he doesn't know what it is, and my purpose is to make clear just what the project is, what its advantages are and how its opponents are making themselves ridiculous.

All business rests on the banking system. When that breaks down, business breaks down. In the last fifty years there has been a money panic for every ten years. In 1907 the bankers were not nearly so much injured as the business men. The bankers were able to take in sail when they saw the storm coming. Business men were not. That's why the latter class—the greater class—always bore the brunt of panics and always will bear them until our present banking system is changed. Our panics have brought more suffering and losses than our wars. They involve runs upon the solvent banks throughout the country, close some of them, cause general suspension of cash payment by others, break down domestic exchange, put a premium on cash, call in loans as far as possible, throw stocks at ruinous prices upon the exchange, put railroads in the hands of receivers, close factories, throw millions of people out of employment and reduce others to part pay. In their wake they leave discontent, sometimes almost anarchy, and high prices of all commodities follow. It takes years for confidence to return, and for business to regain its former level.

Now take the situation abroad where great nations—our business competitors—have not had a money panic in over half a century. Consider, too, that their crop failures, rumors of war, and internal strife are much more frequent. Yet their banking systems have not broken down. England, France and Germany have sustained shocks that would have thrown the United States into a panic worse than the one of 1907, and they have stood the strain. The reason is because their banking systems are scientifically planned and carried out. They are based on the idea of centralization which is inevitable in the present trend of the world.

This contrast indicates that our system is radically wrong. To right this wrong The National Reserve Association plan was worked out. Here it is—a great piece of machinery to control the banking of the country. It will be located in Washington. Its members will be banks, state or national, that meet with certain qualifications. Each bank will be a stockholder to the extent of 10% of its own funds. The capital of the National Reserve Association will be about $150,000,000. It will be limited to doing business only with the banks and with the government. The stock is non-transferable and cannot be voted by proxy. The governor of the association will be appointed by the President of the United States. This appointment, however, will be made from a list of names submitted by the directors of the association. These directors number forty-six. Each one of the fifteen districts into which the country will be divided will elect its own members of the directorate. It is provided

that fifteen directors must represent the business and agricultural interests of the country. Under this plan the management is decentralized although the association itself has the necessary centralization. Monopoly is avoided because all dividends are limited to 5%. The balance of the earnings go into the National Treasury.

Briefly its functions are that it may purchase short time commercial paper and loan on United States bonds. It cannot loan upon other stocks or bonds nor can it purchase them. It can issue bank notes for 50% of gold and commercial paper endorsed by banks but must keep 50% gold reserve against all demand liabilities. It is exactly opposite in principle to the Central Bank of Andrew Jackson's time. That bank was simply a great legalized monopoly. It was operated for the benefit of those who owned it. Instead of being the machinery that bound together all the banks in the country it was their competitor and enemy In every city it established banks that cut the throats of the others. It was simply a huge money making machine.

Opposed to this the principle of the National Reserve is to prevent monopoly. Its powers are limited by law, and as all its earnings above 5% go to the capital of the U. S. Treasury, it cannot monopolize. If the earnings of the Standard Oil were limited to 5%, with the balance of them going to the government, would there be any use in their maintaining a monopoly? Opponents of the Association will tell you that such a plan would enable Mr. J. P. Morgan and the Standard Oil people to control the financial situation in this country. All I shall say is to ask, would it be possible under any system that might be conceived, for them to control it to a greater extent than they do now? Incidentally, those who say that these interests would control the National Reserve, long ago put themselves on record as saying that Mr. Morgan and his associates were in absolute control of our financial situation. What the National Reserve plans to do is to put the centralization under the law of the nation so that the people will have a voice in it.

The business man will be benefited because there will be no more panics. They will be done away with by instituting needed reforms. First, a mobilization of say $400,000,000 or $500,000,000, so that great sums could be used instantly whenever needed. Such a reserve would enable us to snuff out panics like a man dumping a bucket of water on a candle.

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The National Reserve Association Our Financial Peril

By Leslie M. Shaw

Former Secretary of the Treasury

IT is my firm belief that if we have the National Reserve Association it will put the financial business of this country in the hands of Wall street and the Standard Oil.

The exponents of the bill say Mr. Morgan and his associates favor the new plan. Do you think they would give it their support if it would not work out for their benefit? The influences behind this plan are the influences that dominate this country today like a Colossus. They have planned their National Reserve Association bill most adroitly. It centralizes financial control; makes things easier for them. In defense of this they will tell you that the institution they propose is not a real Central Bank, but an association of banks. Today a large number of banks are already associated. Consider for a moment who controls them. If the other banks of the country fall in line and a great association is formed as provided for by the Aldrich-Vreeland plan, will this control be changed? They will tell you that the National Reserve Association will act as a Clearing House. Will this make it any better? Do not the associated big banks of today control the Clearing House at New York and every other large city?

They say that control of the new project will be reserved for the people because the President will be given the right to appoint the governor of the National Reserve Association. Yes, he can appoint the governor—appoint him from six nominees handed him by the directors of the association. If the money giants chose they could hand him the names of six vice-presidents of their own banks. That would be too crude, however, so they will probably give the names of the people who are absolutely in their control, but who are not known to the public as such. The barkers of the plan will tell you that the control is reserved for the people because it can be obtained only by a majority of the stock. Did the late Mr. Harriman ever own more than 5 per cent of the stock of the railroads that he controlled absolutely in his enormous system? Do the men who control United States Steel today own any mentionable faction of its stock? With the stock of the National Reserve Association scattered as the bill provides. Wall street control is assured. It is a crafty piece of legislation that hands over the great power of money in a most insidious fashion. Not many officers of the little banks scattered all over the country will come to Washington for the stockholders' meeting and those who do come will just about do what their city correspondents order them to. If, as they say, the control will be removed from the big financial interests, then the National Reserve will be a great big failure.

Banks that are not members of the association would be put out of business in a year if they did not do what the association wanted them to do. Suppose that in a little city there are two banks. The president of one is a member. He attends National Reserve stockholders' meeting, votes the way he is told to and co-operates. The president of the other is not a member. He is out of the fold. It is provided that the association shall discount "worthy" paper without discrimination as to its source. The question of "worthiness," however, is very vague. Let me illustrate this.

The Reserve plan provides that the Central office controls district and local associations. It is the "beacon light." It guides the small banks throughout the country. Now you bank with the institution that is not a member. If presented by this bank the Central office may decide that yours is not "worthy" paper. At this you stop banking with the institution that is not a member and you go over to the one that is. If the bank you left were to make its grievance public the association could issue a little statement and there would be a run on the non-member. It would go to the wall forever.

Another danger is that the National Reserve, or rather the men behind it, would be in a position to fix the prices of every staple agricultural product in the nation. Let me show how they would do this: The association plans to discount loans on agricultural products in warehouse. They will decide exactly how much can be loaned on this security. They may decide that a loan of 7c a pound on cotton is the limit of safety. If they do who will dare loan more? Who will dare pay more for cotton than 10c? On the other hand, if they decide that 15c a pound on cotton is safe, who will say that cotton can be sold for less than 17c? I don't say that they will fix the price on cotton and other agricultural products, but I do say that the way for them to do so is open and clear.

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"The man who gets the crowds into his store—"

NEW SELLING PLANS for the RETAILER

Eight Successful Schemes Carried Out by Merchants in Country Towns

By Alfred Cook

THE man who gets the crowds into his store nowadays is the man who always has something new on tap with which to arouse their interest."

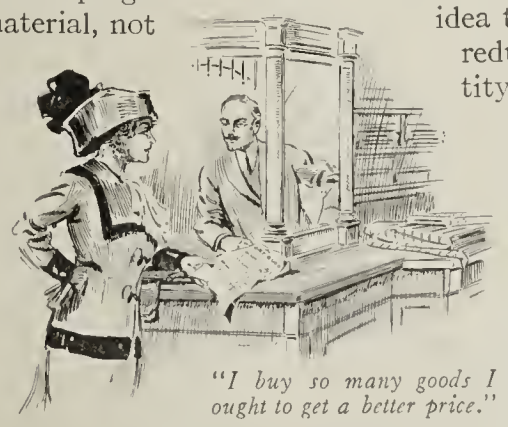
This was the way a successful variety store merchant expressed himself recently when discussing retail successes and failures in general. "I don't know why it is," he continued, "that so many retailers think they can continue to interest customers with the same goods and the same selling schemes day after day. No other business man tries that sort of policy. The theatre or the moving picture show that ran the same program week in and week out wouldn't have an audience for long; the hotel that never changed its bill of fare would soon pall on its guests, and it is time the retailer learned that in the same way the store that seldom freshens up its stocks and almost never puts on a sale of a new or novel kind has got to take the dust from the progressive shop that is the first to show the new goods or the old goods in a new way.

"I not only use every good selling scheme that I read about that seems fitted to my business, but I analyze the most successful ones, try to find out what made them successful, and then evolve new ones that preserve the strong points of the old and have the added advantage of novelty. My enterprise in this respect has earned thousands of dollars for me in extra profits, I am sure."

A Campaign Plugger

DURING a local political campaign this merchant put on a sale that ought to be worthy of imitation by merchants in almost any line. His bargain event took place when politics claimed first place in his townsmen's minds and it was called a campaign sale. His newspaper advertisements for the event were bordered with fac-simile campaign buttons and every purchaser at his store during the sale was given a lapel button or pin bearing the countenance of his choice for the chief office free of charge. These buttons cost but a few cents each when bought in large quantities, and the scheme fell into immediate favor with the public.

At this sale cut prices were made in several lines in the ordinary way and the free campaign buttons were depended upon to attract crowds to the bargain counters. They did their work well, but not content with that alone this enterprising merchant went still farther. He stocked a complete line of campaign goods—pennants, badges and the like. Then he made a special campaign window of this kind of material, not forgetting to work in all his left-over Fourth of July stock of decorations, flags, bunting, fireworks and the like.



"I buy so many goods I ought to get a better price."

The sale came off when the campaign excitement was at its height and was a success from every standpoint. The campaign buttons sold many extra dollars worth from the regular lines. The entire stock of new campaign novelties was closed out at a fancy profit and the otherwise unseasonable Fourth of July stock was made to move off the shelves eight months ahead of the stocks of unprogressive dealers who held their's with patience for next Independence day to roll around.

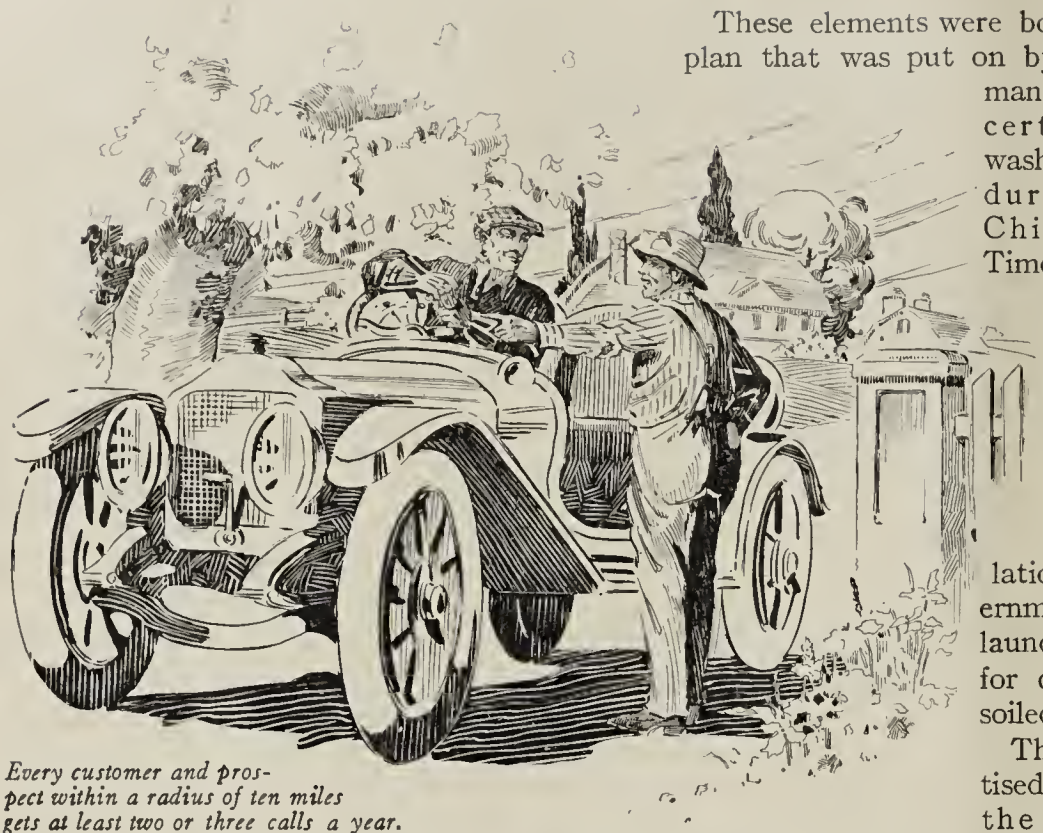
It is such plans as this that make the difference between the merchant who is really making money and the mere store keeper who is satisfied or compelled to simply grind out a living.

Using the "Wholesale" Idea

A WISCONSIN dry goods dealer's most successful crowd pulling and money bringing event was a wholesale sale that chalked up receipts of nearly $500 in a single day in a town of 2,000 people. The sale had its inception in a complaint of a certain customer from the surrounding farming territory who said, "I buy ten times as many goods as so and so. I ought to get a better price." The sale was devised to appeal to several people who felt the same way and still not discriminate against anyone. It was called a wholesale sale to give the idea that the customer got the reduced rate because of quantity purchased.

An offer was made of any $10 worth of miscellaneous articles for $8.79, any $5 worth for $4.46, or any $25 worth for $22. Incidentally a $5 gold piece was offered absolutely free to the person making the largest purchase for the day.

There were very few sales slips for less than $5 made out during the day which was a record breaker for this merchant. He says that it's a particularly good scheme to effect a quick clearance and has brought better results for him than a price reduction on single articles.



Every customer and prospect within a radius of ten miles gets at least two or three calls a year.

Remnants Given Away

THE remnant counter is an old established fixture in nearly every dry goods store in the country and while it has in every case solved the problem of getting rid of the old yardage that is bound to accumulate in such an establishment it has ceased to be a novelty or crowd attraction in most stores.

A Michigan dry goods dealer has discovered a way to put new life and interest into a remnant counter. He took down the old price tickets, which divided the remnant counter into four sections priced at 10c, 25c, 50c and $1.00 per piece, and put up a new sign which simply said:

THESE REMNANTS GIVEN AWAY —ASK THE CLERK.

The new scheme was to give a 10c remnant with a $2 purchase—a 25c remnant with a $5 purchase and so on. This new sort of premium attracted immediate attention and has been in operation several months but is still a big drawing card. It has sold many yards in the regular dress goods department and also made a bigger demand for the remnants. This shows how new life can be put into a comparatively old scheme by a slight change in its mode of operation.

Washing the Customers' Money

JUST because a sales plan is novel doesn't necessarily mean that it's a winner, but novelty always adds attractiveness and a selling plan that is both novel and resultful can score more than once.

These elements were both tested in a plan that was put on by the Chicago manufacturer of a certain electric washing machine during "Made in Chicago" week. Timeliness was also an important element in this man's scheme as it followed close on the announcement of the installation by the government of the new laundry apparatus for cleaning up soiled currency.

This firm advertised to duplicate the government's stunt and to laundry a million dollars' worth of bills on a certain day at its down town sales rooms. "Bring along your soiled money and we'll clean it up for you free," said the advertisement and hundreds availed themselves of the novel privilege. Of course every one of them witnessed a demonstration of the electric washing machine, and a great many sales were made on the spot.

Calling on the Farm Trade

I HADN'T owned my automobile more than a month before I began to figure on ways that I might use it to help business" says an Illinois dealer in general merchandise. "I really felt as though I had been a little extravagant in buying the joy wagon in the first place, which probably made me even more anxious to justify its purchase for business reasons.

"The first use that suggested itself was simple enough and natural enough. Fully half of my patrons lived on outlying farms all the way from a mile to seven or eight miles from my store. In my old horse and buggy I had once planned on calling on each one of these customers and prospects. My idea was first of all to become better acquainted with my customers, their homes and their surroundings. Then I could of course gauge their needs and their buying power more accurately.

"I had started to carry out my plan, but with the horse and buggy system of transportation it would have taken every day in the month to cover the territory. Finally I gave up in disgust, but as soon as I had an auto my first thought was to unearth my old plan.

"Well, every customer and prospect within a radius of ten miles gets at least two or three calls a year from me now, and it is simply wonderful how this plan has broadened my business. I can say without boasting that I know more about my field than all the rest of the merchants in our town put together. I know weeks ahead when a man will be in the market for implements or fencing or any one of a hundred items. I also have every chance to observe just what progress each man is making; which farms are improving and which are going back; what sort of crops each man is going to have and so on.

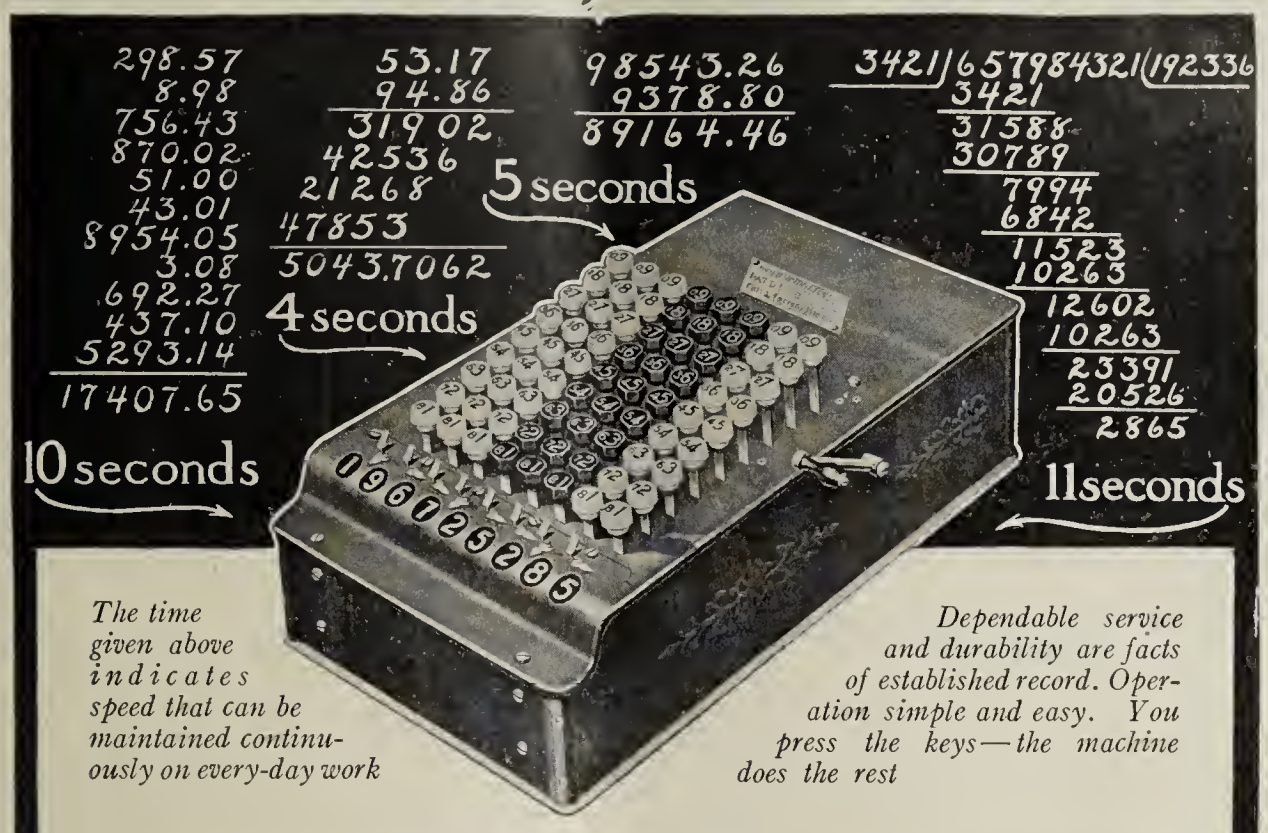
"The big point of this is that I have a reliable guide to base my credit upon. I know pretty nearly who is going to be good pay this year and who isn't. In fact, I'm getting a nice line of business right now from a dozen men that other merchants figure slow pay on their past records, while I know their bumper crops this year make them good risks. But if these are not enough reasons for keeping up this calling stunt I have others and better ones.

"I have made the trips my very best advertising medium. At first I simply took along circulars exploiting the business in general and distributed them. One day I got to thinking, why not take along a sample or two of the new things while they were new and interest my customers just as the traveling salesman gets my interest.

"I tried it out in a small way, taking along first one or two specialties, usually something that needed demonstration and the interest I aroused and the orders I actually took before I got back to town woke me up to the possibilities of the thing.

"Now I never think of making a trip without carrying some of these specialties with me, and I never think of going back to town without at least a few real orders, although direct order taking was not the original purpose of these calls.

"My automobile is first a business adjunct, and the pleasure feature is a purely secondary matter. Some day I'm going to enlarge the scope of the proposition so as to establish a weekly delivery system over all the territory and the farmer won't have to leave the field during the busy season just because it's Saturday and trading day. He can 'phone me his order and get the goods even though he lives ten miles away."



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It is universal in its scope—makes machine work of *all* your figuring.

Adds Multiplies **Comptometer** *Divides Subtracts*

Addition The superior speed and accuracy of the Comptometer on addition is proven by its general use in the leading department stores, for adding sales checks, 20,000 to 50,000 being footed and proved daily in half the time possible by any other means.

Multiplication There are five times as many Comptometers in use in the United States today on multiplication, as all other makes of listing machines and foreign crank machines put together.

Division The Comptometer is the fastest machine in the world for division where three and four quotient figures are required—which covers all commercial divisions.

Subtraction The Comptometer is the only machine equipped with subtraction cut-offs, making subtraction rapid and easy. Used by thousands of bookkeepers in balancing ledger accounts.

The same model Comptometer used by the bookkeeper and cashier for footing columns, scattered items, etc. goes to the bill clerk for extending and checking bills—to the cost clerk for figuring cost, percentages and averages—to every department where there is figuring of any kind to do.

Send a postal for "Rapid Mechanical Calculation" and other literature telling about our Free Trial Offer.

FELT & TARRANT MANUFACTURING CO., 1704 North Paulina St., Chicago, Ill.



AMERICAN TELEPHONE & TELEGRAPH CO
LONG DISTANCE TELEPHONE
BELL SYSTEM
AND ASSOCIATED COMPANIES

A Proverb of Bell Service

Once upon a time there dwelt on the banks of the holy river Ganges a great sage, by name Vishnu-sarman.

When King Sudarsana appealed to the wise men to instruct his wayward sons, Vishnu-sarman undertook the task, teaching the princes by means of fables and proverbs.

Among his philosophical sayings was this:

"To one whose foot is covered with a shoe, the earth appears all carpeted with leather."

This parable of sixteen hundred years ago, which applied to walking, applies today to talking. It explains the necessity of one telephone system.

For one man to bring seven million persons together so that he could talk with whom he chose would be almost as difficult as to carpet the whole earth with leather. He would be hampered by the multitude. There would not be elbow room for anybody.

For one man to visit and talk with a comparatively small number of distant persons would be a tedious, discouraging and almost impossible task.

But with the Bell System providing Universal Service the old proverb may be changed to read:

To one who has a Bell Telephone at his lips, the whole nation is within speaking distance.

AMERICAN TELEPHONE AND TELEGRAPH COMPANY
AND ASSOCIATED COMPANIES

Every Bell Telephone is the Center of the System.



Adapting the Big Idea to the Small Store

ONE of the traits that is chiefly responsible for the success of a Wisconsin shoe man who has a trade that is the envy of all his rivals is his ability to get ideas from trade schemes he runs across in his trips to market and then adapt them to his own business.

The average merchant who sees a city window display or selling scheme is apt to say—"That's too big for me. It's all right for the big store but wouldn't go here." In this man's case he finds that it is nearly always possible and practicable to use the idea for the smaller store no matter how expensive it may be in the original. Of course it must be adapted to the smaller business and that is just where this particular dealer is strong.

Last fall he noticed a novel display in a city shoe store that gave him the tip for a selling dodge that has made a lot of sales for his store. To reproduce the display as he saw it would probably have cost several hundred dollars, but to use the idea as he adopted it cost him very little. A buzz saw was in operation in the window he saw, cutting to pieces hundreds of shoes to show the public the superiorities in construction at the hidden points. This dealer knew his line and knew that even his cheaper shoes were honestly made. So he took a pair each of three or four low priced shoes, including a woman's shoe at $2.00 that was his leader, and dissected them so that he might show a customer just how they were made. A straight slash from heel to toe showed a solid leather sole with no fake or shoddy. Another slit brought to light solid counters, and still another showed the solid vamp at the toe, an unusual feature by the way, in a shoe at that price.

A demonstration of this kind made it possible to point out quality, not merely to generalize about it, and the shoe man says that it is the best selling plan he ever hit upon. All of his clerks have been taught to use the dissected shoes and the same sort of selling talk.

Potatoes as Legal Tender

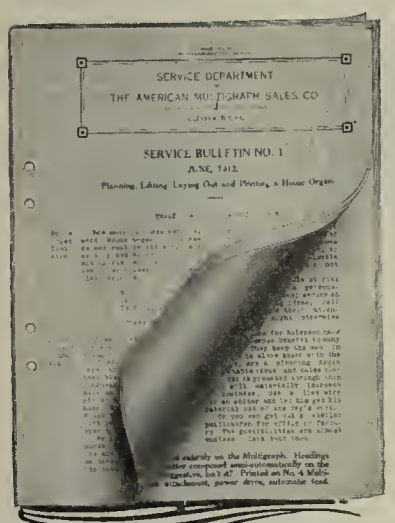
IN A little Maine town which is situated in the heart of the potato growing belt is located a general merchant who isn't a bit slow when it comes to evolving sales schemes that fit into local conditions.

One fall when potatoes were more or less a drug on the market and the farmers for miles around had more potatoes than cash, this man unearthed an outside market for a quantity of the tubers.

(Continued on Page 292.)

"Service is the Key-Note of Every Multigraph Sale"

MULTIGRAPH SERVICE



One of the monthly bulletins, each dealing omprehensively with a special subject. Arranged to preserve in a loose-leaf binder.

TO assist Multigraph users with their problems in advertising, selling, and business-system—all without charge—a Service Department was established a few months ago. The idea was revolutionary, but it has proved a huge success. It has been of real help to hundreds of concerns —big and little.

This new serviee should not be confused with the mechanical service that has always been rendered through the sixty branch offices. It is a business-efficiency service that goes away back of the Multigraph itself.

It deals with the brain-work that the machine translates into typewriting or printing.

It furnishes an advertising-agency service to small business-houscs, and a real advisory service to largc ones—without chargc, simply to help Multigraph users get greater dividends out of their investment.

So when you buy a Multigraph you get much more than a machine for the production of typewriting in multiple, or doing real printer's printing at a saving of 25% to 75%. These are important; but coupled with them is this free business-efficiency service that is often worth more than the cost of the equipment.

Monthly Bulletins—In loose-leaf form, to fit a standard binder, each treats exhaustively of an important subject. House-Organs, Imprinting and Form-Letters have been discussed, and other subjects are in preparation.

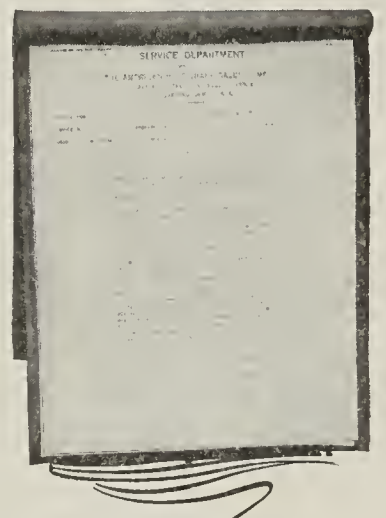
Preparing Copy—The Service Department prepares "copy" for form-letters, blotters, mailing-cards, post-cards, announcements, enclosures. It offers suggestions for copy and layout of booklets and house-organs.

Composition and Electrotyping—When users cannot conveniently secure such service locally, the Service Department has type set and electrotypes made, billing at actual cost.

Cuts and Decorations—By arrangement with one of the largest stock-cut houses in the country, attractive advertising designs for one or two colors, ready for the Multigraph, can be furnished at small cost. A large catalog is free to every user.

Criticism—Form-letters and advertising literature are given constructive criticism, with suggestions for improvement.

Business Suggestions—Advice on efficiency-systems, cost and accounting-systems, sales-management, hiring men, factory-problems, advertising-campaigns, selling-prices, etc., is prepared with the aid of a comprehensive business library and by consultation with leaders in many lines.



Detailed reports are made on business problems of Multigraph users. These are as thorough and helpful as we can make them

What Users Say of Multigraph Service

DETROIT, MICH.

"The writer wishes to express his appreciation for the enlightenment you give in yours of the 19th inst. on 'Sales Promotion Work.' He feels positive that with your letter before us, we shall be able to work out some kind of a scheme that will boom sales for us among our dealers."

Everitt Motor Car Company,
Per Robt. T. Walsh.

CLARKSVILLE, TENN.

"We were so much impressed with the selling force of the letter submitted that we are sending it broadcast and are already getting substantial returns." *The Dunlop Milling Company,*
Per Geo. A. Reaves.

CANTON, GA.

"The letter written by you to secure new agents has been very successful. We mailed 5,000 of these letters throughout the Southern States and have received to date some 350 agency contracts. A former letter, mailed to about 8,000 dealers in the same territory, secured about 150 agency contracts."

Consolidated Marble & Milling Company,
Per H. H. Simmonds.

WORCESTER, MASS.

"The letters you sent me were both good ones and business-getters. Your letters are a stimulus to me." *Worcester Mailing Company,*
Per G. L. Belknap.

You CAN'T buy a Multigraph unless you need it

We'll be glad to help you find out—and if you buy, Multigraph Service will continually help you to realize upon your investment.

Investigate the Multigraph and Multigraph Service today. Get in touch with our nearest brahch office, or write us direct, on your business stationery, for interesting information about the Multigraph, and our folding and sealing machines. Use the coupon.

THE AMERICAN MULTIGRAPH SALES CO.

EXECUTIVE OFFICES
1804 East Fortieth Street Cleveland

Branches in Sixty Cities—Look in your Telephone Directory
European Representatives: The International Multigraph Company, 59 Holborn Viaduct, London, Eng.; Berlin, W-8 Krausenstr. 70 Ecke Friedrichstr.; Paris, 24 Boulevard des Capucines.

What Uses Are You Most Interested In?

Check them on this slip and enclose it with your request for information, *written on your business stationery.* We'll show you what others are doing.

AMERICAN MULTIGRAPH SALES CO.
1804 E. Fortieth St., **Cleveland**

Printing:
- ___ Booklets
- ___ Folders
- ___ Envelope-Stuffers
- ___ House-Organ
- ___ Dealers' Imprints
- ___ Label Imprints
- ___ System-Forms
- ___ Letter-Heads
- ___ Bill-Heads and Statements
- ___ Receipts, Checks, etc.
- ___ Envelopes

Typewriting:
- ___ Circular Letters
- ___ Booklets
- ___ Envelope-Stuffers
- ___ Price-lists
- ___ Reports
- ___ Notices
- ___ Bulletins to Employees
- ___ Inside System-Forms

"Service is the Key-Note of Every Multigraph Sale"

The Certified Public Accountant



An honorable profession that offers a successful and prosperous career to men of intelligence who desire to qualify themselves for a life work. The Certified Public Accountant comes in contact with men at the head of great business institutions; with financiers; in fact, accountancy is a calling which brings out the best there is in a man. It develops executive ability; it gives a man a broad grasp of business affairs.

The Walton School of Accountancy Prepares men BY CORRESPONDENCE INSTRUCTION to pass the C. P. A. examination. If you have already had practical bookkeeping experience you may be able to take up the course in Advanced Accounting at once. If you have not had this practical experience, our course in General Accounting will prepare you for the higher course.

In entering the profession of Accounting your school should be selected with great care. To be successful, you must be thoroughly prepared for your future work. The Dean of the Walton School is Mr. Seymour Walton, B. A., C. P. A. He has had many years experience as a Certified Public Accountant and as Professor of Theory and Practical Accounting in two of the principal universities in the Middle West. At two of the recent C. P. A. examinations all the successful candidates but one were students under Mr. Walton and this one exception was already a chartered accountant. Such a record has never been equalled by any other school.

An additional recommendation for our school is the fact that we maintain a resident school in which pupils are taught in class. Correspondence students receive the same careful attention that is given the students in the classes of the resident school.

Our course of instruction has been adopted by prominent educational institutions in New York, Boston, Chicago, St. Louis, Milwaukee, Cincinnati, Louisville, Los Angeles, Omaha and Hartford.

Write today for our interesting booklet. It explains the difference between the bookkeeper and the accountant.

WALTON SCHOOL of ACCOUNTANCY

131 Michigan Ave. CHICAGO

WALTON SCHOOL OF ACCOUNTANCY
131 Michigan Ave., Chicago

Send me your booklet. I am interested in your course of accounting.

My present occupation is.....

Name.....

Street and No.....

City and State.....

MEN IN THE HARNESS



A Department of Fact and Comment About Business Men Who Are Doing Things

The Plodder at Panama

IF THERE is any class of men who have high ideals and take their work seriously it is the creative engineers. One of the very few men who has not been tremendously impressed by what Col. Goethals has done at Panama —or, at least, has not been impressed by the doer,—recently said in defense of his lack of enthusiasm, "Col. Goethals is in a position by no means analogous with that of Wallace and Stevens who preceded him on the job. The present Chief Engineer is an army officer; he is sure of his position for life and his salary will go on regardless of the outcome at the Isthmus. Furthermore he need not concern himself too much as to whether or not the canal is completed on time."

This was a coldly materialistic view to take of a man's life work and it breathes a sentiment not at all in accord with the ethics of the engineering profession. Furthermore in this particular case it is a premise not at all borne out by facts. Col. Goethals has his reputation at stake in Panama and there is no person who realizes it more keenly than he. And as for time limits he set himself years ago to finish the job ahead of time and the present outlook is that he will surely do it.

But in the logic of the skeptic above quoted there is just one grain of truth and it is a grain which explains why Goethals has succeeded where other men, quite as brilliant in mind and with as much imagination, might have failed. The job at Panama has required just that patience and poise which the army engineer is likely to possess in greater measure than his rival in civil life unless the latter has specially cultivated it. Your pessimist may attribute these qualifications, as did the man above quoted, to the army officer's feeling of security regarding the future but, as a matter of fact, the cause lies deeper than that. All the training and traditions of the Army Engineer Corps are calculated to temper that restlessness and impatience in achievement for which we Americans are praised or blamed, as the case may be.

After an army engineer has come, through years of discipline, to regard himself as a cog in the machine and has been taught by experience in wrestling with the erratic Mississippi and the unruly Great Lakes to make haste slowly in combating the forces of nature, he comes to subscribe to the policy of "sufficient unto the day," etc. This does not mean either that he loses ambition or lacks interest in his work. He does not grow phlegmatic but he does become a plodder in the best sense of the word, with attention concentrated on the day's work rather than on the intangible problems of the future. Of such a mould is Col. Goethals. He may be a little exceptional even in the Army Engineer Corps. It is not certain but that in his case the influence of training and environment merely contributed to a natural disposition but in any event he possessed or has cultivated a temperament that has enabled him to shoulder responsibilities that would have crushed many another man of equal technical knowledge and equal executive ability.

It has not been so much the sheer magnitude of the work at the Isthmus as the persistency with which the unexpected has always happened. It requires a special brand of philosophy in order that one's appetite for breakfast may not be affected by the news that a sixty foot bank has given way in the night and buried a steam shovel or two, or that a torrential tropical rain has undone in a few hours the work of weeks.

Adding Machine Manufacturers
Advertising Novelty Manufacturers
Agricultural Implement Manufacturers
Apartment Houses
Architects
Artificial Flower Manufacturers
Artificial Limb Manufacturers
Artificial Marble Manufacturers
Asylums
Automobile Manufacturers
Axe Manufacturers

Baby Carriage Manufacturers
Bag (leather) Manufacturers
Bank Fixture Manufacturers
Barber Supply Manufacturers
Bar Fixture Manufacturers
Baths (Turkish, etc.)
Battery Manufacturers
Bed Spring Manufacturers
Bedstead Manufacturers
Bell Manufacturers
Bent Wood Furniture Manufacturers
Billiard and Pool Table Manufacturers
Bird Cage Manufacturers
Block and Tackle Manufacturers
Blower Manufacturers
Boat Builders
Bobbin Manufacturers
Boiler Makers
Bolt and Nut Manufacturers
Boot and Shoe Manufacturers
Bowling Alleys
Box Manufacturers
Brass Bedstead Manufacturers
Brass Foundries
Brass Goods Manufacturers
Brewers, and Brewers' Supply Houses
Bronzing Liquid Manufacturers
Broom Manufacturers
Brush Manufacturers
Button Manufacturers

Cabinet Makers
Cafes
Camera Manufacturers
Can Manufacturers
Candy Manufacturers
Cane Manufacturers
Canneries
Canoe Manufacturers
Car Builders
Carousel Manufacturers
Carpet Sweeper Manufacturers
Carriage Hardware and Trimmings Manufacturers
Carriage Manufacturers
Car Spring Manufacturers
Car Wheel Manufacturers
Cash Carrier Manufacturers
Chair Manufacturers
Chain Manufacturers
Cigar Box Manufacturers
Cleaners and Dyers
Clock Manufacturers
Coal Hod Manufacturers
Coated Paper Manufacturers
Coffin and Casket Manufacturers
Confectioners
Corset Steel Manufacturers
Curtain Pole Manufacturers
Cutlery Manufacturers

Decorators
Dental Instrument Manufacturers
Dental Supply Manufacturers
Desk Manufacturers
Distillers
Door Manufacturers
Door and Window Screen Manufacturers
Druggists
Dynamo and Motor Manufacturers

Electric Light Companies
Electric Railways
Electric Supplies Manufacturers
Embalmers Fluid Manufacturers

Emery Wheel Manufacturers
Engine Wheel Manufacturers
Fence Manufacturers (Wire and Iron)
Fire Extinguisher Manufacturers
Fire Works Manufacturers
Fishing Rod Manufacturers
Foundries
Furniture Manufacturers (of all kinds)

Gas Companies
Gas Fixture Manufacturers
Gas Meter Manufacturers
Glazed Paper and Card Manufacturers
Golf Club Manufacturers

Hospitals
House Painters and Decorators
Hotels
Incubator Manufacturers
Interior Woodwork Manufacturers
Iron Bedstead Manufacturers
Iron Roofing Manufacturers
Iron Works

Japanners
Jewelry Manufacturers

Knitting Machine Manufacturers
Knob Manufacturers

Label Manufacturers
Lacing Stud Manufacturers
Ladder Manufacturers

If Your Business is in This List, We Can Help You

AROUND this advertisement is a partial list of the lines of business in which we have mastered the finishing problems.

We know much about the proper and economical finishing of their products that some of the manufacturers here listed do not know themselves.

That's because the problems of finishing are our whole business, but only a part of theirs.

Chances are that we can help you a great deal toward greater efficiency in your finishing shop. A postcard request for information will not obligate you to buy—and may lead to big savings in your shop.

BERRY BROTHERS, Ltd.
DETROIT



Grille Manufacturers
Gun Manufacturers
Gunpowder Manufacturers
Gymnasiums

Hair Pin Manufacturers
Hame Manufacturers
Handle Manufacturers
Hardware Dealers
Hardware Manufacturers
Harness and Harness Trimmings Manufacturers
Hat Manufacturers
Hat Rack Manufacturers
Heating Apparatus Manufacturers
Hollow Ware Manufacturers
Hook and Eye Manufacturers
Horse Clipper Manufacturers

Lamp Manufacturers
Lantern Manufacturers
Laundry Machinery Manufacturers
Lead Pencil Manufacturers
Last Manufacturers
Leather Goods Manufacturers
Linoleum Manufacturers
Linseed Oil Manufacturers
Lithographers
Lock and Builders' Hardware Manufacturers
Locomotive Builders
Loom Harness Manufacturers
Lunch Box Manufacturers

Magic Lantern Manufacturers
Mantel Manufacturers
Map Manufacturers and Mounters

Metal Ware Manufacturers
Model Makers
Moulding Manufacturers
Musical Instrument Manufacturers

Oar and Paddle Manufacturers
Office Buildings
Oil Cloth Manufacturers
Oiled Clothing Manufacturers
Opera Chair Manufacturers
Organ Manufacturers

Painters
Paint Manufacturers
Paint and Oil Dealers
Paper Pail Manufacturers
Papier Mache Manufacturers
Parquetry Floor Manufacturers
Pattern Makers
Pen Holder Manufacturers
Photo Supplies Manufacturers
Piano Manufacturers
Picture Frame Manufacturers
Pin Manufacturers
Pipe (corn-cob) Manufacturers
Plastic and Plastic Goods Manufacturers
Playing Cards Manufacturers
Plumbers' Supply Manufacturers and Dealers
Potteries
Printers' Ink Manufacturers
Prisons
Pulley Manufacturers (wood split)
Pump Manufacturers

Radiator Manufacturers
Railroads
Range Manufacturers
Rattan Goods Manufacturers
Reed Goods Manufacturers
Refrigerator Manufacturers
Residences
Roofing Manufacturers (iron and steel)
Rubber Goods Manufacturers
Rule and Level Manufacturers

Safe Manufacturers
Sanitary Wood Work Manufacturers
Sash, Door and Blind Manufacturers
Scale Manufacturers
Schools
Screen (door and window) Manufacturers
Sewing Machine Manufacturers
Ship Builders
Ship Chandlers
Shoe Button Manufacturers
Shoe Polish Manufacturers
Show Case Manufacturers
Silver Platers
Specialty Manufacturers
Stair Builders
Stove Manufacturers
Stove Polish Manufacturers
Straw Goods Manufacturers
Straw Hat Manufacturers
Street Railways

Table Oil Cloth Manufacturers
Telephone Manufacturers
Tin Tag Manufacturers
Thermometer Manufacturers
Tool Manufacturers
Toy Manufacturers
Trunk Manufacturers
Typewriter Manufacturers

Umbrella Parts Manufacturers

Wagon Builders
Washing Machine Manufacturers
Whip Manufacturers
Willowware Manufacturers
Windmill Manufacturers
Wire Cloth Manufacturers
Wire Fence Manufacturers
Wire Goods Manufacturers
Wire Mattress Manufacturers
Wooden Ware Manufacturers
Wood Turning Manufacturers
Wringer Manufacturers



A Silver Lining

NOT every cloud has a silver lining, but the threatening cloud that overshadows the family upon the accidental death or disability of the bread winner who has had the foresight to secure an accident policy in The TRAVELERS has a silver lining.

Among the 570,000 people who have received benefits under our accident policies, many have written us, "In the hour of our trouble what would we have done without the help of the insurance money from The Travelers."

Their cloud had a silver lining.

No man with a family can afford to leave them unprotected in case of his death by accident.

No man who depends upon his earnings can afford to be without insurance himself in case of accidental disability.

Do you carry accident insurance? Do you carry enough?

Let us tell you about the kind sold by The TRAVELERS, the greatest accident company in the world.

Business Tear off

The Travelers Insurance Co., Hartford, Conn.

Please send particulars regarding Accident Insurance. My name, address and date of birth are written below.

TYPEWRITERS
FACTORY REBUILT

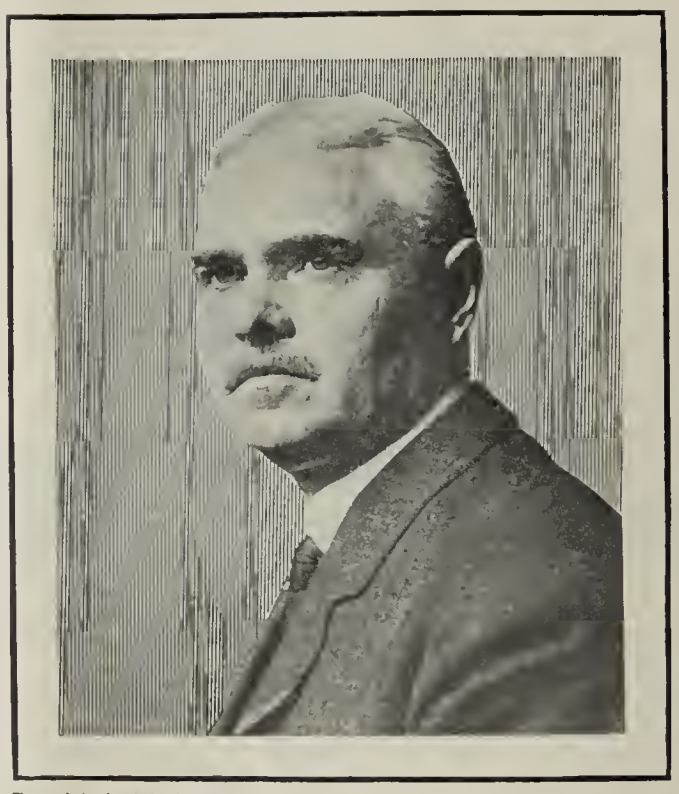
We save you money on all makes of typewriters and give a guarantee for service and condition, as strong as the original makers. We can do this for we operate the oldest, largest and best equipped factory in the world. Our "Factory Rebuilt Typewriters" are honestly and thoroughly rebuilt from top to bottom by skilled workmen.

You Can Save $25 to $50

By buying our "Factory Rebuilt Typewriters," and be sure of perfect satisfaction. The machines are highly polished, japanned and nickeled—perfect in quality, condition and looks, and serviceable and efficient in every way. This "Trade Mark" guarantees for one year against any defect in workmanship or materials.

Write for illustrated catalogue and address of nearest branch store.

American Writing Machine Company
345 Broadway, New York.



Copyright by Waldon Fawcett

GEO. W. (COL.) GOETHALS

And yet this well set up, bronze-skinned man in the white duck suit has had a pretty steady diet of this sort of thing for nearly seven years and hasn't suffered a nervous break-down yet, neither has he had any vacation to speak of.

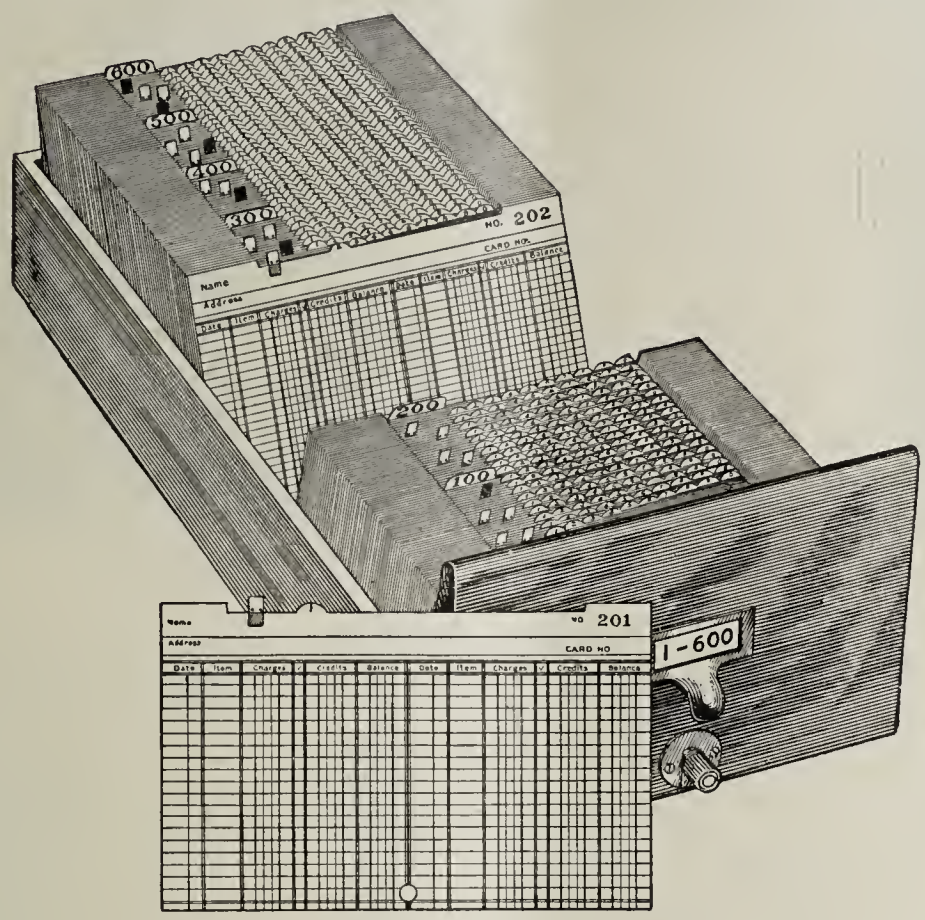
For all that Col. Goethals has been so much in the public eye since he became Chief Engineer in 1907, it is only the men on the inside who appreciate how he has tuned up the whole organization in the matter of efficiency. When he first took hold the supply of labor in all departments was not equal to the demand, but gradually conditions were reversed, and the Chief Engineer was quick to take advantage of this to weed out undesirables and bring the entire organization to the highest plane. The digger of the big ditch has stood his ground firmly in most of his convictions as to the technical questions involved in the canal construction but then, it must be borne in mind, his are not hastily-digested opinions. He has specialized on the general subject for years and, as a member of the Board of Fortifications dealing with coast and harbor defense, he visited the Isthmus and gave specific attention to the inter-oceanic canal problems a full two years before he was picked for the post of Chief Engineer.

His record as an excavating engineer alone ought to insure a niche in the hall of fame for George Washington Goethals, but in the eyes of most practical business men who know the facts, even these achievements are overshadowed by his ability to meet diverse responsibilities. This mild-mannered man, just turned fifty-four years of age, has in reality been holding three men's jobs. First of all there is the personal direction of the canal construction—a chore sufficient to engross the attention of any man. Secondly, this boss on the job has had to betake to himself certain judicial prerogatives and regularly at certain intervals he sits as arbiter on all sorts of disputes between employees—many of them controversies that in the United States would get into the courts. Thirdly, the creator of the canal has to be at the beck and call of the largest and most exacting directorate that ever exercised jurisdiction over a business enterprise—namely the Congress of the United States. In commercial industries it has come to be regarded as good policy to give a trusted official a free hand and to demand results, but many of the four hundred odd Senators and Representatives are not ready to subscribe to any such advanced theories. Consequently several times a year the busy Chief Engineer must drop work and journey to Washington to undergo exhaustive cross examination before the Congressional committees that have the say as to canal appropriations and similarly several times a year the chief at Panama is "happened in on" by delegations of national law-makers and is called upon to act as personal conductor for legislators, some of whom, sad to relate, have no very deep knowledge of canal construction. But to Goethals it is all in the day's work and tomorrow is another day.

It is his confident expectation that the big job will be completed next year and his new models of the Gatun locks will be shown at the San Francisco Exposition.

Systems Actually in Use

in which Smith's Enameled Steel Signals Save Time and Promote Efficiency



They do not interfere in any way with your other work or systems. : : :

For Collections on Card Ledgers, Loose Leaf Ledgers, or Bound Ledgers, they work equally well on all

These suggestions are taken from actual work in large business houses, and have been found by experience to be both time and labor-saving.

A clerk goes over the ledger at stated times, and puts Signals on all overdue accounts. Different colored signals are used to indicate the length of time the account is overdue. The ledger is then given to the Credit Man, who has to look at only the "Signalled" accounts, thus saving much time.

Copies of letters regarding collections are filed in folders with days of month printed or stamped at top, and a Signal is put on each folder over the date ten days ahead of date of letter. This automatically brings the account to the Credit Manager's notice for further action on the date marked. In some houses a Red Signal on an account is a warning not to charge anything more until account is reduced.

The Credit Manager can keep in close personal touch with all accounts with the least expenditure of time

SIZE:—The signals illustrated are one-quarter inch wide and project five-sixteenths of an inch above the card. Our descriptive circular illustrates this size and several other sizes. **Twelve Colors.**

FOR THE GREATER EFFICIENCY OF YOUR BUSINESS write TODAY for SAMPLES and PRICES

Charles C. Smith, Dept. A

Manufacturer of

Smith's Adjustable Index Tags **Exeter, Nebraska**

DeLuxe
LOOSE LEAF LEDGERS



WHEN you buy a loose leaf ledger outfit you should give careful consideration to each of the three things which it comprises; the binder, the sheets and the index. In the **binder** you want a strong, service-giving device that will hold your sheets in perfect alignment, and afford ample capacity for the insertion of additional sheets as your business increases. In the **sheets** you want writing and erasing quality combined with flexibility which allows the sheets to break sharply at the hinge and makes the ledger flat opening. In the **index** you want the speediest possible reference to **all** accounts both in the current and transfer binders. You want a simple, practical and automatic system that will enable your bookkeeper to get his accounts posted quickly and accurately.

An Indestructible Binder

The De Luxe Binder has a formed steel case which is light, compact and unbreakable — a decided improvement over the brittle, easily broken aluminum cases formerly used. The mechanism is simple, yet strong and durable, gripping the sheets firmly, as in a vise, and holding them always in perfect alignment. The De Luxe is shown in the illustration with the new improved curved hinge which allows the covers to drop back on the desk without throwing the leaves into a curved position.

A Flat Opening Leaf

We have adopted for all our stock and special ledger sheets the new Flexo Linen Ledger paper, made by the celebrated Byron-Weston Mill. This paper is treated by a patented process as it is being made, and a flexible hinge is formed, which causes the sheets to lie perfectly flat in the binders. Carried in stock in seven forms of ruling and seventeen sizes.

A Rapid Indexing Method

Our Pubreco Fibreloid Index with Quick Reference Chart successfully accomplishes that long sought result—a practical, automatic self index. The tabs are celluloid, amalgamated to sheets of extra strong Weston's Ledger paper, the lettering is **under** the transparent celluloid and can never be defaced. You can't pull Pubreco Tabs off the sheet because the tab and the sheet are **one piece**. Pubreco Tabs are only one-third as thick as leather tabs, and you can carry 200 Pubreco division sheets in your ledger without bulking it at the tab edge.

Only Found in the De Luxe

These three distinctive features of the De Luxe Ledger Outfits give you a combination of unequalled durability, efficiency and convenience. They are not found in any other outfit. Ask for De Luxe, the perfect ledger. Costs no more than the ordinary kind. Sold by stationers everywhere.

Send for Catalog We have a splendid catalog that is full of up-to-date loose leaf ideas and should be on the desk of every user of loose leaf goods. Write for it to-day.

C. S. & R. B. CO. 3021 Carroll Avenue Chicago, Illinois

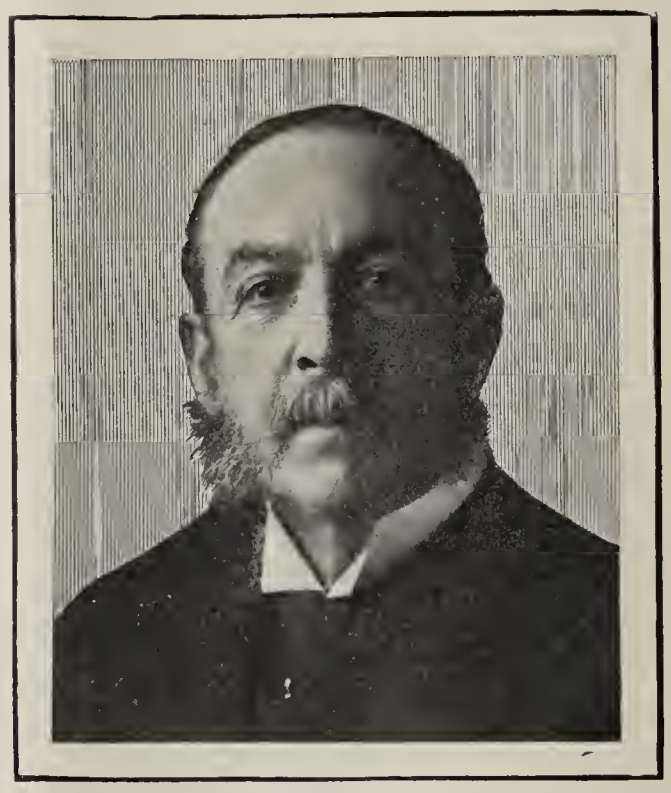
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ARNE NOVELTY MANUFACTURING COMPANY
RACINE, WIS.



GEO. H. BARBOUR

Fifty Years "In the Harness"

THE man who has been largely instrumental in building up the largest stove manufacturing company in the world is himself one of the most active business men in the commercial field today, even though he has passed the time of life when most men seek the ease and comfort of the home in preference to the office.

George Harrison Barbour was born at Collinsville, Conn., in 1843 and is descended from pioneer New England stock, founded by Thomas Barber, who arrived in America from England on the 20th of June, 1634.

Barely out of his teens, young Barbour found it necessary to lend his assistance to the business affairs of his father, and during the period when most youngsters are actively engaged in the pursuit of education and pleasure, he devoted himself to procuring such education as the facilities at hand would afford, and to business. In 1871, when The Michigan Stove Company was organized, Mr. Barbour was made secretary and removed to Detroit where he has since resided, devoting his attention to the upbuilding of the commercial end of this business and much of the success of The Michigan Stove Company is due to his indefatigable efforts and aggressive methods.

No one ever enters his office without finding him busy and he has a tremendous capacity for work supplemented with a wonderful physical constitution. Many a time he has left Detroit for Chicago on a Monday night after a hard day's work, put in a full day in Chicago in the interests of the Western business, traveling back to Detroit again on Tuesday night, then to the Buffalo branch Wednesday night and on to New York Thursday night, returning to Detroit on Friday night, then working under high pressure all day Saturday. Of late he frequently goes to New York on short notice, to purchase a million or more pounds of copper, in the interest of the Michigan Copper & Brass Company, returning to Detroit with as little delay as possible and getting right into his regular, daily business.

Himself a quick thinker he naturally expects quick results from his employes, but at the same time exercises the greatest complacency and under all circumstances the humblest employe can always reach him personally. In his office he has established the rule among his subordinates that they immediately see all callers, no matter what their business may be, instead of keeping them waiting as is customary in so many large offices.

Notwithstanding his close connection with the stove industry he has become associated with other prominent commercial and banking organizations, possessing the reputation of being most conservative and acute in all matters relating to these branches. He has the rare faculty of being able to separate the "wheat" from the "chaff," and of connecting himself only with meritorious and successful enterprises. As a banker he is widely and favorably known and has been conspicuously successful; he is at the present time First Vice President and Director of the Dime Savings Bank, Director of the People's State Bank and Director of the Michigan Fire & Marine Insurance Company, besides being the First Vice-President and General Manager of The Michigan

Stove Company, President of the Ireland & Matthews Mfg. Co., and President of The Michigan Copper & Brass Co., all of Detroit.

Socially, he is delightful company, a good story teller, a fine judge of paintings, a lover of music, devoted to his family and loyal to his friends; always ready to give advice or good counsel to those who are in trouble of any kind or need help in a business way, besides keeping up many charities which no one knows anything about. By way of diversion he usually spends about six weeks each year at his summer home at Watch Hill, R. I., either autoing or playing golf with his old New England friends.

Mr. Barbour was a member of the National Commission of the World's Fair held in Chicago in 1893, and was President of The Michigan Commission to the Pan-American Exposition in Buffalo in 1901. In the latter capacity he enjoyed the unique distinction of returning to the State Treasury, after the exposition was over and all expenses of the Commission paid, over ten thousand dollars of the original appropriation of fifty thousand dollars. This was admitted at the time to be a procedure entirely without precedent.

He has frequently been urged to accept the nomination of his party for the office of Mayor of Detroit, but has had so many far-reaching and exacting commercial responsibilities in charge that he did not feel that he could, in justice to himself and his associates, devote the necessary time to the office that a thorough and conscientious administration of its duties demanded. He was once nominated, during his absence from home, and subsequently elected a member of the Board of Aldermen, and was President of the City Council in the year 1888. His name has also been mentioned at frequent intervals in connection with the Democratic nomination for Congress from the First District of Michigan, but for business reasons he has steadfastly refused to authorize its employment in such a connection.

A Broad-Minded Business Man

ONE of the commercial giants of the middle west—the executive head of the greatest mail order house in the world, having business ramifications from coast to coast—is an interesting character to contemplate.

Aside from being the directing genius of this colossal concern, Julius Rosenwald is also identified on a large scale with things philanthropic, and is an ideal instance of the self-made man who is not in the game as a mere "money grabber." Like Andrew Carnegie and other wealthy altruists he is constantly giving money for the moral and intellectual elevation of the community.



Nine things you want to know about your business every day

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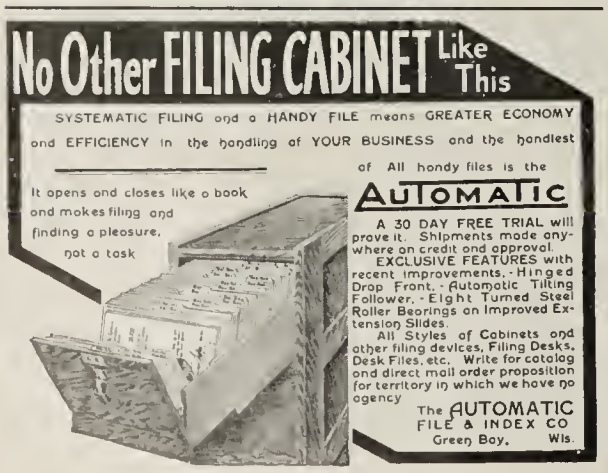
makes it the least expensive way. Every letter will be read—for everyone is a perfect copy with all characteristic signs of having been written direct on the typewriter. Thousands of these perfect copies can be taken in a few hours.

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JULIUS ROSENWALD

He was born in Springfield, Ill., in 1862, and became a resident of Chicago in 1885. He began life in a humble, humdrum way, forging ahead by dint of ceaseless energy and dynamic ambition. He was at one time connected with the firm of Rosenwald and Weil of Chicago, but later became interested in the firm of Sears, Roebuck & Company. Associating himself with this company about a decade ago, he rose rapidly to a position of high responsibility because he demonstrated from the very start that he was a man of vast affairs and of far-seeing mentality—the right man in the right place.

In a recent interview on the subject of honesty and high purpose in business, Mr. Rosenwald said that one should always remember that business men are, after all, only mortal. He explained that there are many things done in commercial life, which we should forget, and that it is rather a charitable and pious act to forget them, just as we forget the wrongs done us outside of business.

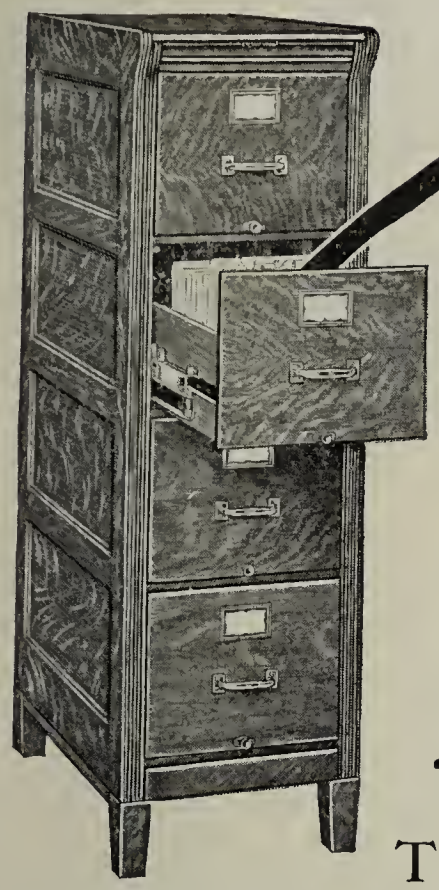
"To my way of thinking," he said, "it is folly to try to analyze business evils or forge a remedy. Business is in a continual struggle with the intent of purifying itself. There are wrongs in business because there are wrongs in social life. But business is today conducted on a much higher plane than ever before, and what's more, there is a constant improvement taking place. We are giving a fairer equivalent than formerly—and the greater the volume of business done by a house the greater value can it render the purchaser for his money."

To Mr. Rosenwald's mind, a man's business and its relation to the public, to the commonwealth at large, has a deeper meaning than the work-a-day world attributes to it. Success to the common mind appears to have its beginning and end in the fight for dollars and cents. The aim and end of success from this viewpoint, according to the great mail order chief, is essentially base and mercenary.

"On the other hand," he continues, "a man's work in achieving success in business may and can be synonomous with all that is best and noblest in the social and moral development of a community, country or race. Where there are virile moral principles in the commercial life of a people, there is always present high aspirations for the better things that make for personal culture, morality and finer human ideals.

"A mere money hoarder is never an asset to society. He is influenced by no just considerations for his fellow men. He takes no real part in conserving and promoting the public welfare. He forgets or ignores the fact that there is a human side, an altruistic factor wrapped up in the growth and power of the truly successful and honored man of business.

"The successful man creates something which will really benefit others as well as himself. He discovers and supplies a legitimate demand for commodities. He always focuses a keen eye on the making of profits, otherwise he would manifest poor business capacity—but in the final analysis he has also a large, whole-souled interest in the welfare and prosperity of the community in which he lives and moves. In short, as a prosperous, progressive business man, he must realize fully the weight and significance of his obligations to his community and society, otherwise he becomes an undesirable unit in our commercial and social life."



"Y and E"



Would you do away with the usual bother, dangerous confusion and unsound method of the

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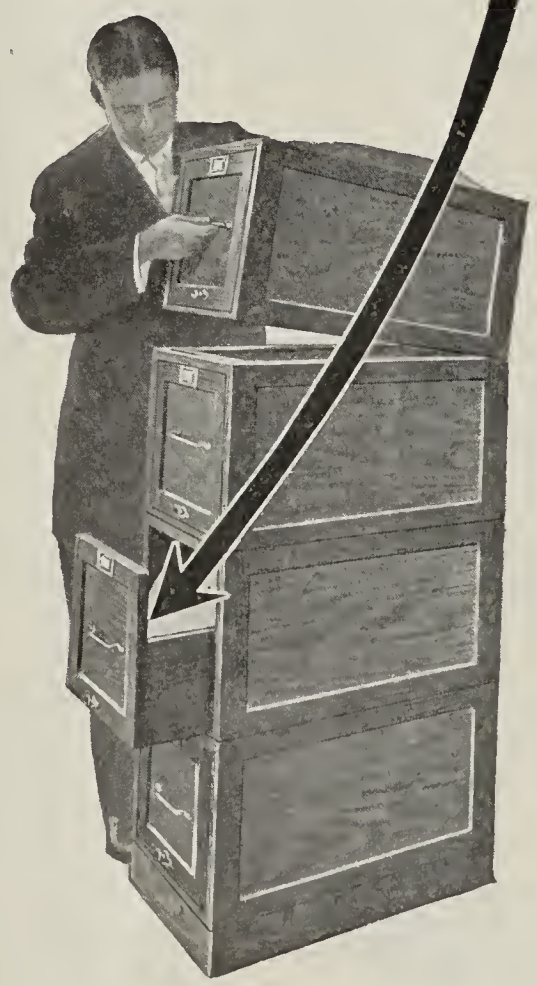
Then begin at the beginning—find out the **right way.** We have prepared a manual on the subject, of which the title is "How to Transfer Papers and Records." It is simple—plainly written with understandable diagrams and charts—but none the less an exhaustive and authoritative handling of the subject.

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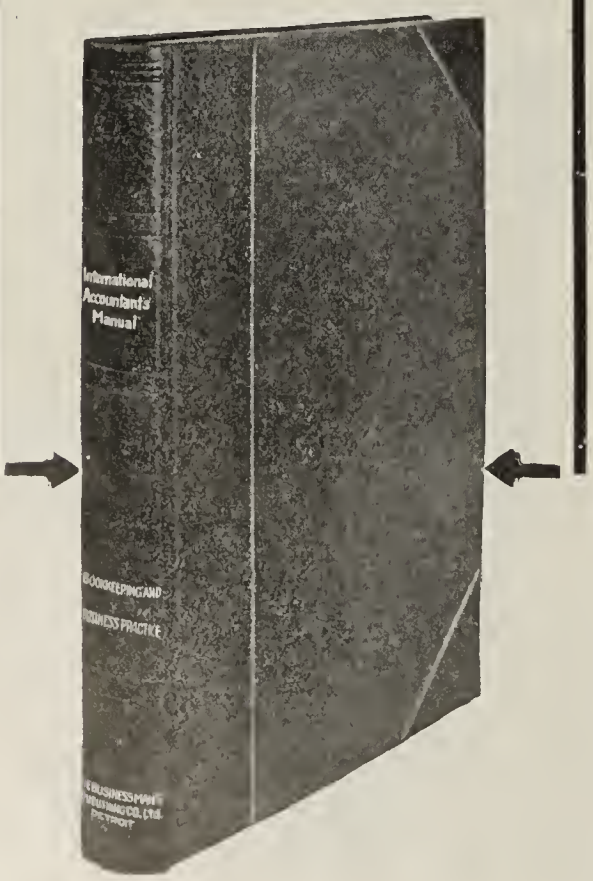
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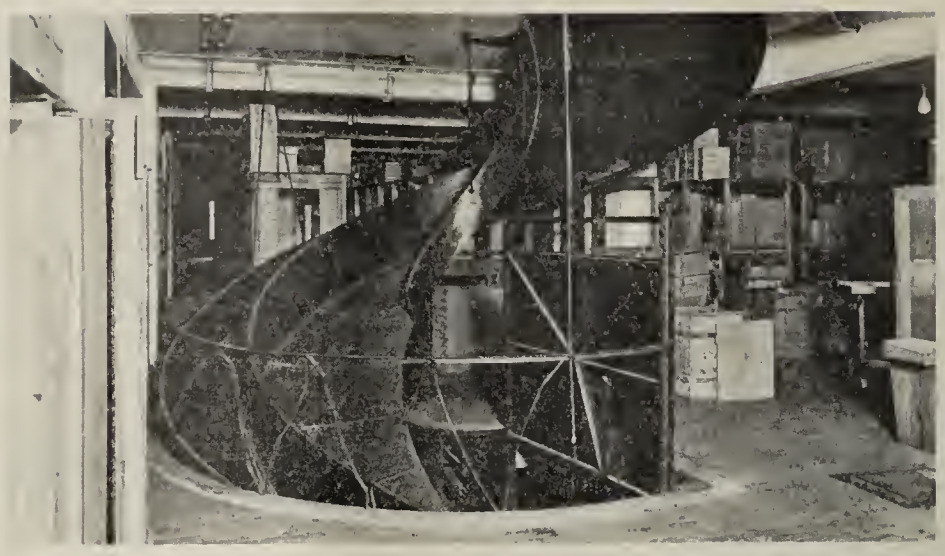
You will wonder why you hadn't bought this book before after receiving your copy. **Send for it NOW—TODAY.**

The Business Man's Publishing Co., Ltd.
Detroit, Mich.



Getting Orders Out On Time

How One Firm Handles Its Shipments Without Waste or Loss of Time



A double steel spiral shute is employed to carry shipments from all the floors to the shipping room. Part orders are assembled on the fourth floor, to which they are transported by the smaller tread.



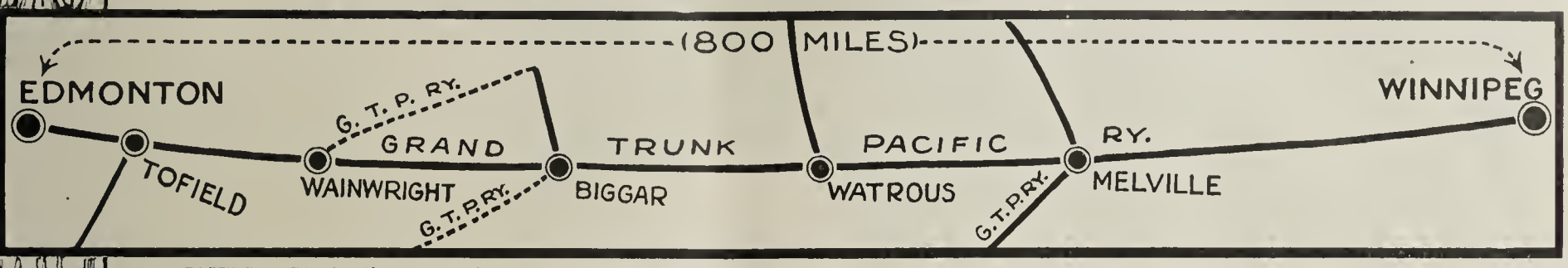


The goods are finally discharged in the shipping room whence they are trucked direct to cars on the siding. The shute is operated solely by the force of gravity, having a descent of about 50 feet per minute.

THE ability to make quick deliveries is an asset that cannot be overestimated. This fact is one that is appreciated to the utmost by a big mercantile house in the southwest and, to this end, in the erection of its new building, it installed a 16-foot, open-type steel spiral shute, which carries packages with the least loss of time in transit from the upper floors to the shipping room on the ground floor. The outer tread of this shute is 24 inches wide, and the inner tread 48 inches. The narrower section extends from the top floor to the ground. It is used for smaller packages which are made up on all floors. Large packages are made up only on the lower floors and the wide tread does not extend higher than the fourth floor.

The packages are trucked from the different sections of each floor to the spiral, which is located in the centre of the building, and carried by this means direct to the shipping room. The smaller packages are handled in baskets. They descend to the fourth floor, which is the assembling room, where they are done up in lots and packed, then placed upon the wide tread and dispatched to the shipping room. As a result of this method, congestion has been practically eliminated, and prompt deliveries are invariable.

YOUR OPPORTUNITY
IN WESTERN CANADA



JAMES J. HILL, the pre-eminent railroad builder, when work was first begun on Canada's second great transcontinental railway, the Grand Trunk Pacific, said:

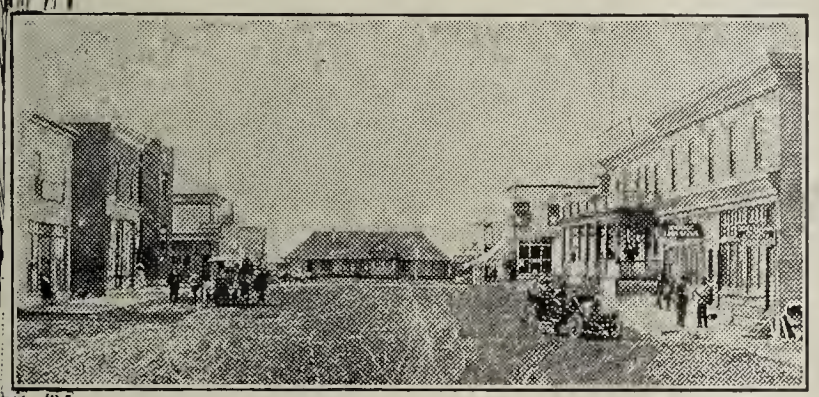
"If our own West was new, and this road was being built through it, it could not offer as great opportunities for small American capital as it will in its present location."

PRESIDENT SCHURMAN of Cornell University, speaking of Western Canada, said:

"No other area left for such agricultural development as is now going on in those rich plains."

LORD CHARLES BERESFORD speaking of Canada, recently said:

"This is the country for investments. I came to get a closer acquaintance with the country and the people, and also to see into financial projects. And do you know what I am going to do as a result of my visit? I'm going to scrape up every penny I own and send it over here for investment. I've been all over the country this time from Montreal to Vancouver, and I say again it's the best country in the world."



Part of Main St. and Station, Wainwright.



Harvest Scene, near Watrous

Western Canada is Experiencing
AN ERA OF PROSPERITY

And this great era of prosperity in Western Canada is in reality just beginning. It will continue for many years just as it did during the period of great railway development in the American West. Millions and Millions were spent on new railway construction in Western Canada last year, and even greater expenditures are planned for this year. Railway projects already under way will require several years for completion.

Western Canada has a greater area of wheat growing land than has the United States. The report of the Interior Department for 1910 states, "That despite the rapid settlement of the West, only 7% of the total estimated area available for agricultural cultivation was filled."

More than 100,000 Americans crossed the Border last year—**and they did not return.** Those who crossed the Border a few years ago into Western Canada are now the prosperous and substantial citizens of their community. Nowhere on the American Continent does the man of limited means, but possessing push and energy, have such a wonderful opportunity.

Many of the best business openings and investment opportunities in this new Northwest center about Canada's second, and destined to be greatest, Transcontinental Line, the Grand Trunk Pacific, now pushing rapidly to completion. Where was open prairie three years ago, before the arrival of the new Transcontinental, are now located thriving and rapidly growing towns. The most vigorous growth is found in the natural centres—the Divisional Points of the Railway. The Townsite Property at these Divisional Points is owned by the Land Department of the Grand Trunk Pacific Railway, and sold through its authorized agents, the International Securities Company, Limited.

The Grand Trunk Pacific Railway's GREAT 5 TOWN Combination Offer

The towns of Melville, Watrous, Biggar and Wainright are each Divisional Points, where are located round houses, shops, etc., and it is from these Divisional Points that Branch lines are and will most likely be built. Tofield is a Junctional Point and a coal mining centre. Large sized lots, 50x140 feet, can be secured in these towns, convenient to business centre and well located, at prices ranging from $100 to $150 each, on easy terms. One lot in each of these five best towns on the Grand Trunk Pacific Railway from Winnipeg to Edmonton, a distance of 800 miles, (and which towns already boast populations ranging from 600 to 2400) may be purchased for $500, with payment of $25 cash and $25 monthly. What an investment really means in these five towns can best be realized by a comparison. If you had purchased at first price a few years ago, when Calgary, Moose Jaw, Brandon, Medicine Hat and Regina (located similarly on Canada's first great Transcontinental, Canadian Pacific), were at the same period of growth and age as the towns of Melville, Watrous, Biggar, Tofield and Wainwright (on Canada's second great Transcontinental, Grand Trunk Pacific), your investment would be worth today anywhere from one thousand to five thousand per cent over the price you paid.

Make all remittances payable to

LAND COMMISSIONER, Grand Trunk Pacific Railway, Winnipeg, Man., Can.

For full particulars relative to opportunities in Western Canada address the authorized Agent of G. T. P. Railway for above mentioned towns,

INTERNATIONAL SECURITIES COMPANY, Ltd., 811 Somerset Building, Winnipeg, Man.

Representatives for the sale of Grand Trunk Pacific Townsite lots are desired in every city and town on the American Continent.

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Send me, without obligation on my part, descriptive matter relative to Combination Offer of lots in above towns in the Canadian Northwest, particulars of Business Openings issued by Grand Trunk Pacific Railway and reprint of magazine article, "Opening up a New World."

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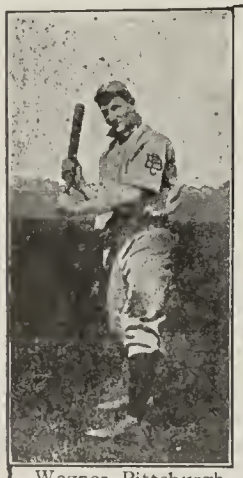
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Answer the 99 Questions

on Page 267



Wagner, Pittsburgh

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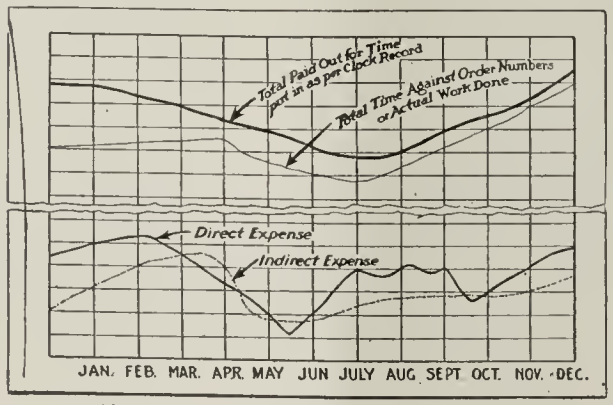
What My Cost Sheets Tell Me

How Some Business Men Get the Required Information to Improve Conditions and Bring about Better Results

By Marshall T. Van Slyke

"COST sheets," says a veteran business man of Chicago, "are the most interesting in business to me." He then goes on to explain that the object of all business is profit—that cost sheets are the plans and specifications from which profits are received, and that the expense of cost finding is an investment—not a burden expense.

"Lay the cost sheets of a period's business before me," he continues, "and what a panorama of effect I am able to see. First, from the rough comparison with similar businesses I am enabled to note the general tendency of the enterprise—the direction it is heading. Significant details show up everywhere. One item indicates that this group of men are loafing; another similar item clearly indicates that a foreman is getting wonderful results out of his men.



Figures are plotted in the form of curves.

A group of figures shows that there is a leak in brass fittings, while a substantial saving is being made on lights. A group of figures—seen month after month—gradually impresses me with the idea that the plant is paying a heavy toll for wrong arrangement.

"In different businesses, cost sheets tell a widely differing story. There can be standardization in forms—but never standardization in the stories they tell. For every business has individuality—personality—just the same as every man in business has personality. A study of these personality points in other businesses is most valuable —for seldom has a fault been found by means of a cost report in one business, but it exists—in embryo at least—in other businesses of a similar kind."

Getting the Necessary Facts

By An Engineering Manager

AT THE END of each month, the executive of practically every manufacturing concern receives a trial balance. This balance is considered as a monthly means of proving the accuracy of bookkeeping, but as a means of indicating to the executive any facts about the operation of the plant it becomes interesting only after the closing periods. The average executive, from the average trial balance, comes to this conclusion: The total expenses for the month amounted to a certain sum—the total receipts for the month amounted to a certain sum—the total receipts bore a certain relation to the expenses. He knows what the net profits were and he is able to compare these with previous months. But what does this information give him? Only the knowledge that the profits of one month differ from those of another. He is unable to analyze the trial balance and find out why it varies from time to time.

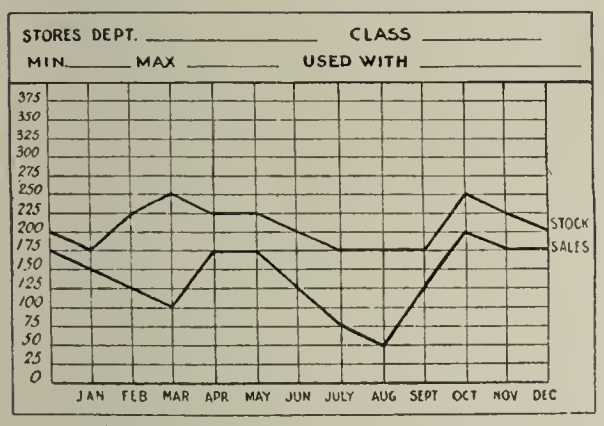
Now, I insist on knowing both "what" and "why." First, what are the variations; second, why do the variations occur. And I want a cost report to spot-light all probable imperfections in routine and holes in the money bags of the company.

To get the facts I need in order that my cost sheets may tell me what I want to know, I have made the bookkeeping department subordinate to the cost-keeping department. Accounts are included in the trial balance that give a complete monthly showing of the business, so that I may, at a glance, determine just where the differences lie. For instance, a typical trial balance includes quick assets, such as cash, petty cash, accounts receivable, bills receivable, also shows quick liabilities, accounts payable, bills payable, etc., includes permanent assets, such as real estate, machinery, investments, manufacturing ac-

counts—which embraces raw materials on hand, cost of work in process and the profit and loss account which has been divided into general expense, supplies, interest and discount, income from investments, and so on.

With such a trial balance, I can at once put a finger on the cause for any radical change in the net monthly profits.

Supplementing this I also have a classified report of the sales, profits and per cent



Stock is kept in proper ratio to the sales.

of profits for each month, so that I may readily compare one month with any other.

In conjunction with the manufacturing account and the trial balance, I have furnished to me a detailed report of the wastes that occur during the month. For instance, if a certain number of castings are purchased in the rough, I must be supplied with a report of the weight of the castings in the rough and in the finished condition, also the weight of the waste and the per cent that this weight bears to the weight in the rough. By studying such a report, I am able to determine whether it is necessary to put in action further plans for utilizing the waste, or not.

Another set of data I find necessary is spoiled work reports. These include the various order numbers, the number of parts started upon, the number spoiled and the operations in which they were spoiled, the man responsible for the work, the machine, and so on.

Also, I have a report of the payroll, showing the workman's name, number, hourly rate, the amount paid, deductions, what the deductions were, the total amount earned, the hours worked, this being classified into direct and indirect labor. Finally, I am furnished with a report of the order numbers and the amount of labor involved, and also a report of the cost of labor operations. These figures are plotted continuously in the form of curves, so that the relative tendencies of variation from time to time may be clearly shown.

Thus equipped with fact-showing data, my cost sheets tell me everything that is necessary for the successful management of my business.



View of Georgia Life Insurance Company's Offices



Latest Model of Edison Dictating Machine

"After many years' experience in handling correspondence, and about five years' use of machines . . . I would not undertake to conduct a large correspondence without the Edison Dictating Machine. It not only saves the time of stenographers in taking notes, but saves the time of the men who dictate, which is a matter of much more importance."

Extract of letter from Mr. E. L. Dupree
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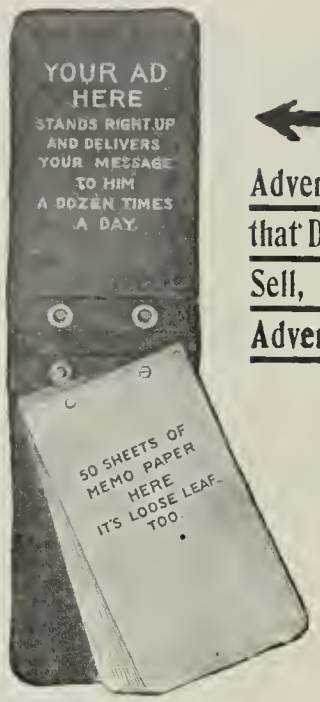
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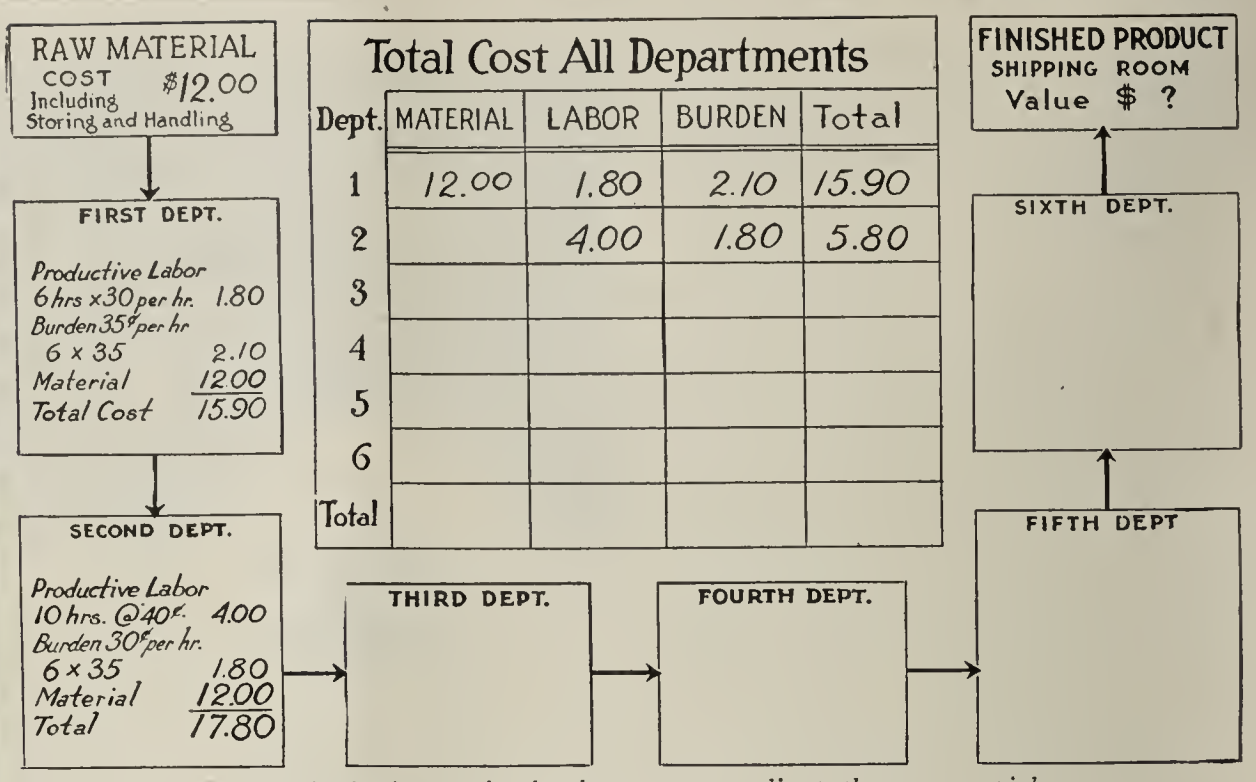
You must SEE and TEST this ink-well in order to realize WHY it is the one "CALLED for times without NUMBER."

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After ten days' trial, if it proves unsatisfactory return the ink-well and your money will be cheerfully Refunded. *All Stationers.*

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THE O. K. MFG. CO., Syracuse, N. Y., U.S.A.



The total burden is apportioned to departments according to the space occupied.

Saving the Greatest Asset of Production —Time

By a Factory Owner and Manager

WRECKED MACHINERY can be replaced—money lost on one contract can be made up on another—but when a workman or a machine loses time for you —you have lost something that can not be replaced. There is no re-issue of time.

Some managers are adepts in getting value out of limited finances; my business has ample financial backing but we make a "rush" product—one that must go on the market subject to the specifications in a little shorter time than our heavier competitors. Time, then, becomes of even greater value to us than to the ordinary engineering works.

In every factory there is a certain amount of lost time, and it is the endeavor of every executive to reduce this to a minimum, but as a general rule they have not the means or the reports with which to analyze this so that it may be done. My early cost sheets showed me the necessity for having this information and I determined to put on the necessary clerks and find out just how much it amounted to. An ordinary time clock was used in the factory and from this time clock was obtained the actual period which each workman spent in the factory per day. Each one of these men was, of course, paid a certain rate per day or per hour. I had totaled all of the hours worked in the factory per week and the actual amount of money paid for this time in salaries and wages. Then I kept a careful account of the time put in on each production order passing through the factory during this period, and also a record of all non-productive work, such as supervision, janitor service, clerks, and the like. The difference between the first and second totals represented the amount of lost time in the factory, and with this cost information, I was able to locate just where it occurred.

One way in which this was done was by installing a self-recording meter in each department. From one of the charts of this meter I was able to tell just when the machines in the factory were started up. It developed that it took all the way from five to twenty minutes to get the various machines under way—actually producing. With this fact known, I had cost sheets made up that analyzed why. These showed that, in the majority of cases, this time was consumed by the workmen cleaning up their machines, going to the foreman for instructions, getting details, or "stalling" while pretending to wait. As the men were high-priced mechanics, it took but a moment to see the necessity for eliminating all of this waste by having the "trotting," and carrying of tools, done by cheap labor.

A still greater necessity pointed out by the cost sheets was the need of having the foreman plan his work at least a day in advance so that a workman would have each night a detailed order of what he was to do on the following day, explaining how he should do it, what material would be required, what operations should be performed, what tools were required and the manner in which the work should be carried out.

At this point we utilized cost figures after a fashion that yielded one of the greatest results for a small method that I have ever seen exemplified in cost-finding. The foremen turned in their work sheets for the following day, to the cost department, about

four in the afternoon. Previous costs, paralleled by estimated costs, were entered on these sheets in cipher. Then we found that when these sheets were handed out, they acted as a spur to both the foreman and the workmen. The foremen wanted the workmen to make a good record; workmen viewed the characters set down on their work sheets with a resolve to better them in *their* work.

Later the comparisons of previous, estimated and actual costs showed what departments, foremen and workmen were doing the best and pointed out at once any time loss—no matter how minute.

Waste Discovered in Drill Work

LOOMING up as a remarkably poor showing, compared with what other shops were doing, was the cost record covering drill press room operations.

The cost sheets were immediately supplemented by time studies of all operations performed in drilling. This soon brought out the fact that nearly one-third of the time performed by the operators was consumed in getting ready to perform productive work. For instance, heavy castings were brought in on a truck and raised by means of a jib crane onto the body of a drill press. After being properly set, the necessary holes were drilled and the casting removed by a jib crane to a truck and

WASTE REPORT

Date .....

Class	Bulk Name or Number	Part Number	Rough Weight	Finished Weight	Waste Weight	% Waste	Remarks

then carried to the next machine, where similar losses occurred. This was carried out through five or six machines.

The larger portion of this loss was eliminated by lining up side by side all of the drill presses and, instead of using each individual bed, one common bed plate, like a long table, was designed. Then a large jig was designed for the castings. Now as soon as the casting comes in it is placed inside of this jig and elevated onto the common bed plate of the various machines by means of a jib crane and the operations are performed on the first machine and then the jig is moved onto the next one, and so on, until all operations have been completed.

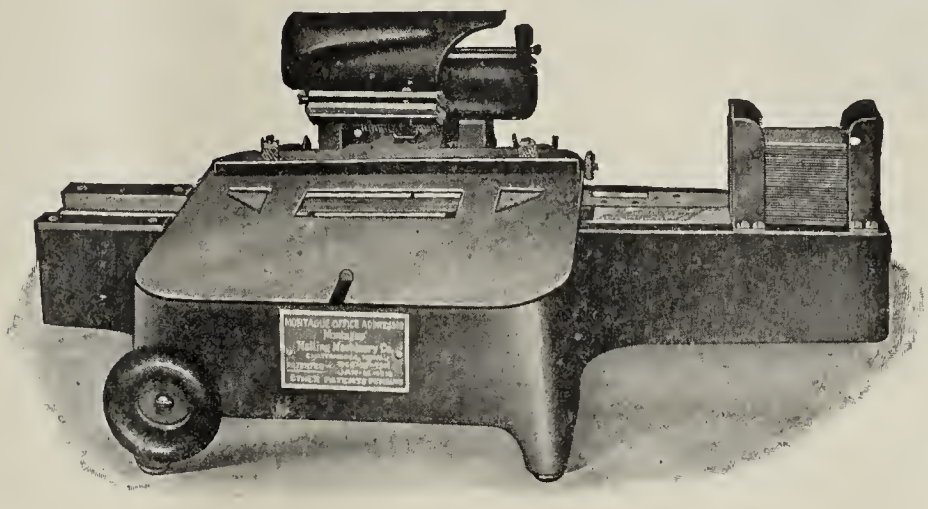
Cost sheet items covering drill-work now show a decrease in figures, in some cases as great as sixty per cent. Charts plotting past and present costs show the drop preceding the continued level so dear to the manager's eye.

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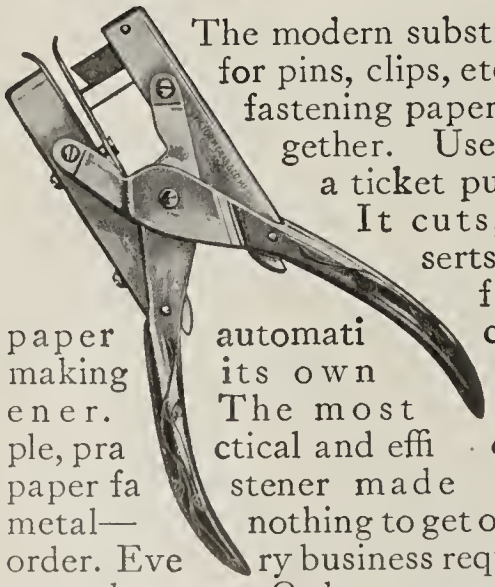
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How the Cost Sheet May Locate Need for Group Work

ONE of the elementary rules of efficiency in the factory is the need of every machine working at full capacity. Yet it is a fact that a skilled supervisor may see both machines and operatives working on single pieces day after day and let it continue. Throw the costs of individually processed sheets, however, into a comparative statement—or better yet a plotted diagram and the loss shows up at once.

In the punch press room of the works, parts were stamped out one piece at a time to each machine. Time sheets on this operation showed the cost to be excessive. Following this information, a new press was designed with a capacity of six pieces at a time and stock was purchased in wide enough lengths so that it could be fitted into the machine in the same manner in which it was formerly fitted into the old machines, thus reducing the time about half.

In the inspection department, if the article was of the correct length, an electric contact would be closed and a light would flash, indicating to the operator that everything was O. K.

Incorrect Apportionment Shown Up

THE decrease in productive cost mentioned was not the only result of the showing made by the cost sheets. The method of apportioning the burden, or overhead charges, was revised so that the costs were more accurate than before. It began to be realized that the method of figuring departmental efficiency upon the ratio of overhead expense to production expense was a fallacy. For, it was only necessary, if a foreman wished to furnish a good record, for him to charge truckers, helpers, boys, clerks, and like help, to specific order numbers. This had a tendency to give incorrect costs and the extent of this padding could only be obtained in bulk figures, that is, a difference between the total cost of the time put into the factory and the total cost against all jobs.

So the management was instructed to differentiate in detail, wherever possible, between productive and non-productive labor. Then the total burden was apportioned by departments according to the square feet of area occupied. Next the total hours of work put in by each department was determined. A rate per hour was ascertained by dividing the total indirect expense for a certain period by the total number of hours for the same period. In this way the amount per hour to be added to the cost of production in order to get the total cost, was obtained.

Showing Whether the Right Plan of Paying Labor is Being Used

By a Jobbing Manufacturer

IN SOME CASES a minor cost may, because the classification is so provided as to show it, "stick up" above its companion costs so that it offers a positive invitation to hit the offending high head.

Trucking, in many plants, is a minor item, yet in one case the cost sheet showed that truckers were receiving—in comparison with the amount of work handled—an inordinately high rate. As trucking was one of the big items on the pay-roll in its department, in order to make a better showing on the cost sheet, I came to the conclusion that the only way to operate this department efficiently was to put truckers on piece work. By this plan they would be paid a specified sum for completing a certain predetermined route. In conjunction with this, signals were adopted at every station where the trucker was instructed to stop, so that as the trucker advanced towards any station he could tell by the signal whether or not he should stop or continue on without stopping.

This plan did away with both temptation and opportunity to loaf, and the trucking charges now are less here than in perhaps any corresponding plant in the country.

Making the Cost Sheets Show the Real Facts

By a Buyer and Department Manager

NOT ONE set of stock-keeping records in a hundred shows the facts that are needed, on which to base a manufacturing campaign. Purchasing agents for years have worked to get records that will show surely when to buy. The waste that comes from not using these records to indicate accurately and absolutely when it will pay to make up stocked parts, is enormous.

For years I was guilty of this waste. In my stock-keeping department, records were kept on the ordinary stock card. Then these were totaled monthly and the monthly records preserved while the daily cards were destroyed. It finally occurred to me that if this information could be kept in the form of curves, similar to the diagram here shown, that more accurate deductions could be made as to future requirements. In conjunction with this method of keeping track of stock, the amount of sales on each item was also kept, and a study of the two curves showed the most economical period in which to manufacture for stock and also the tendency of the sales—whether they were continually growing less or continually increasing, and whether or not the stock was being kept in a proper ratio to the sales.

99 Questions
How Many Can YOU Answer?

1—What is the difference between capital and current assets?

2—Can you explain the difference between funded and floating assets?

3—Can you explain the difference between floating and capital liabilities?

4—Can you define capital and revenue expenditures?

5—Can you give the average rate for depreciation of buildings, machinery and patents?

6—What is the difference between a balance sheet and a statement of assets and liabilities?

7—What are the advantages of a Departmental Trading account?

8—What is the turnover?

9—Why should percentage be calculated on turnover instead of on sales?

10—What constitutes loan capital?

11—Why does capital represent a liability on the balance sheet? Under what circumstances might a manufacturing company inventory finished goods at selling price instead of at cost?

12—How can an Accounts Payable account be carried so as to render a purchase ledger unnecessary?

13—What is the difference between cross and adjusting entries?

14—What is the difference between a Profit and Loss Account and an Income and Expenditure account?

15—Is good-will a capital asset?

16—What is the difference between reserve and sinking funds?

17—How would you treat unused proportions of fire insurance when making up the balance sheet?

18—Does discount on sales belong to the Trading account or Profit and Loss account?

19—What is the difference between a Surplus account and a Profit and Loss account?

20—What is the use and scope of the private ledger?

21—What is a deficiency account?

22—What are adjustment and controlling accounts?

23—How would you inventory goods in process of manufacture?

24—How would you define real, representative and nominal accounts?

25—What is the best method of treating cash sales in a department store, and in a regular commercial business?

26—What is the best method of treating petty cash?

27—What is the necessary procedure in the regular way to observe in taking charge of an audit of the books of a manufacturing business for determining amount of net profits made during a certain period? What books, etc., should be called for?

28—In a regular audit how would you ascertain that all remittances from customers have been properly entered on the cash book?

29—How should doubtful debts be treated on the balance sheet?

30—What disposition should be made of bad debts in making annual and financial statements?

31—How would you proceed if called upon to audit a set of books if kept by single entry?

32—How would you verify the accuracy of Repairs and Renewals accounts?

33—What is a reserve?

34—What is a contingent liability and how should it be treated on the balance sheet?

35—Over how many years should the writing off of fictitious assets, such as stock discount, be spread?

36—What are the distinctive features to consider in the audit of a trust company?

37—What is the Safeguard system of accounts?

38—What is the self-proving system of accounts?

39—What is the seven account system?

40—What is ad valorem duty?

41—What are aliquot parts?

42—What is an auditor's ledger?

43—How can you obtain an approximate inventory?

44—What are speculative assets?

45—Why are preliminary expenses considered as assets?

46—What is a double account balance sheet?

47—How do you compute interest on daily bank balances?

48—What is the meaning of collateral security?

49—What is the Dayton plan of building and loan association?

50—What is circulating capital?

51—What is a charter party?

52—What is clandestine stock?

53—What is a contingent fund?

54—What is a corporation sole?

55—What is a double liability corporation?

56—How are cost marks arranged?

57—What is a cross check?

58—What is the difference between a debenture and a bond?

59—What is a deferred bond?

60—What is amortization?

61—What is a dormant partner?

62—When are construction accounts resources?

63—How do you distinguish manufacturing from general expense?

64—What is the meaning of indirect expense?

65—What is the meaning of diffused cost?

66—Can you devise a pay roll to run for thirteen weeks with only one writing of the names?

67—What is the difference between a shop order and a sub-shop order?

68—What is the function of a store transfer card?

69—What is meant by fictitious dividend?

70—What is meant by funded debt?

71—What is a tabular ledger?

72—What is guaranteed stock?

73—What is the unjust system of petty cash?

74—What is meant by individual ledger?

75—What is an installment dividend?

76—What is a perpetual inventory?

77—What is the difference between par and market value?

78—What is meant by non-cumulative preference stock?

79—What is a nominal ledger?

80—What is novation?

81—What is the difference between operating and working capital?

82—What is perpetual debenture stock?

83—In what way is a petty ledger used?

84—How would you dispose of premium on treasury stock sold?

85—What is a proof book?

86—What is reverse posting?

87—What is a summary account?

88—Define the meaning of trade discounts.

Wholesale Grocery.

89—Can you devise methods taking care of the purchase, sales and shipping departments? Which is the better, a credit journal or credit tickets, and what is the object for the use of these special forms?

90—How would you arrange your books of original entry in order to prove separately the accuracy of the postings, one city ledger and three country ledgers divided territorially?

91—What is a settlement slip?

92—For what purpose is an auxiliary cash book used?

93—Show example of adjustment or controlling accounts for city and country ledgers.

94—Devise a purchase journal showing due dates of invoices.

95—Devise an order register, providing distribution of sales of various salesmen so that they may receive proper credit for same.

96—What is a center-ruled balance ledger?

97—Devise a check register from which postings will be made direct to ledgers.

98—Explain how this check register will affect the cash book.

99—Explain the numerical system of filing invoices and object of same.

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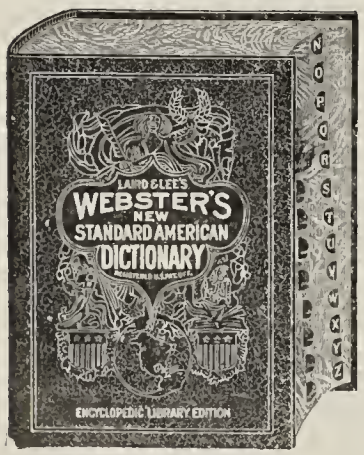
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Keeping A Check On "Empties"

A System that Indicates the Whereabouts of Containers and Ensures Their Return

By Richard W. Proctor

IN BUSINESSES where bulk goods are supplied in containers that are of considerable value in themselves, it is important that a careful check on such containers be kept.

Some concerns make no charge for the containers in which their goods are shipped, while others debit the customer with their bare cost and credit him the full amount upon their return. In the latter case, particularly, it is essential that a thorough check be kept on all containers, otherwise there is a danger of confusion arising through customers claiming to have returned packages that the concern cannot trace. The fact that new containers must be bought to supply current needs, if those previously shipped out are not returned, is another important reason for keeping a close check on them.

BAG ADVICE

CHICAGO._____191

This is to advise you that_____

Shipped from_____ to_____

Bills _____ said to contain _____ bags. Via_____ Collect or Prepaid

This advice must in all cases be attached to bag report (form 267) and mailed to the Chicago Office as early as possible after bags are received and counted.

If shipment is not received within 15 days, return this advice to Chicago with notation "Not Received" in space below.

Above shipment not received_____ 191

Signed_____

Customers advise the head office when empties are returned to the mill and the head office sends advice to mill.

A large manufacturing company in the middle west operates a simple yet thoroughly comprehensive system that keeps an exact tab on the whereabouts of every container, from the moment it leaves any one of its many mills located throughout the country until it is returned empty and credit passed to the customer.

The main office of this concern is in Chicago and all correspondence with customers is conducted from this office. Shipments, however, are made from various mills scattered over the country. Thus, if an order be received from New York City or any point in the eastern states, the goods would be shipped from its plant in Western New York. An order received from Kansas City would be filled from its mill in Oklahoma, etc.

At the time of shipment customers are advised that containers are debited to their account but that they may be returned and credit will be allowed at full invoice price. At this time customers are also furnished with printed tags bearing the name and address of the mill to which the empties are to be returned. They are asked to advise the head office in Chicago the date on which empties are dispatched to the mill.

When the head office receives advice from the customer that empties are being returned to such and such a mill, a bag advice is filled in and sent to the superintendent of that mill for the purpose of advising him the nature of the shipment. A carbon copy of this form is placed in a tickler twenty-one days ahead of the date it bears. At the end of the specified period the tickler automatically brings the record to light and if no word has been received from the mill a query letter is written.

The product of the concern in question is sold in bags. When the mill receives the empties they are counted and then listed on a "Bag Report" form, which is attached to the bag advice and mailed to head office. The head office takes as final the count recorded on the mill's Bag Report and this is always the basis on which credit is allowed the customer. The mill superintendent's count is made very carefully in the presence of two different persons. This precaution is taken so that they can furnish affidavit in sup-

BAG REPORT

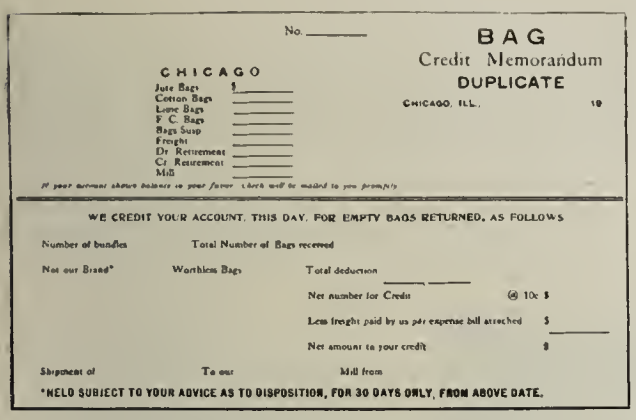
Customer_____ _____Mill

Address_____ Date_____19__

Shipment of empties received on _____ via _____R.R. consisting of _____ bundles. Total number of bags in shipment _____

Bundle No.	Jute	Lime	Cotton	Good	Worthless	Foreign	Total in Bundle
1							
2							
3							
4							
5							
6							
7							
8							

When the mill receives the empties, they are counted and listed on a Bag Report.



No. _____

BAG
Credit Memorandum
DUPLICATE

CHICAGO

CHICAGO, ILL. 19

Jute Bags $_____
Cotton Bags _____
Lime Bags _____
F C Bags _____
Bags Susp _____
Freight _____
Dr Retirement _____
Cr Retirement _____
Mill _____

If your account shows balance in your favor check will be mailed to you promptly

WE CREDIT YOUR ACCOUNT, THIS DAY, FOR EMPTY BAGS RETURNED, AS FOLLOWS

Number of bundles | Total Number of Bags received

Not our Brand* | Worthless Bags | Total deduction _____

Net number for Credit @ 10c $

Less freight paid by us per expense bill attached $_____

Net amount to your credit $

Shipment of | To our | Mill from

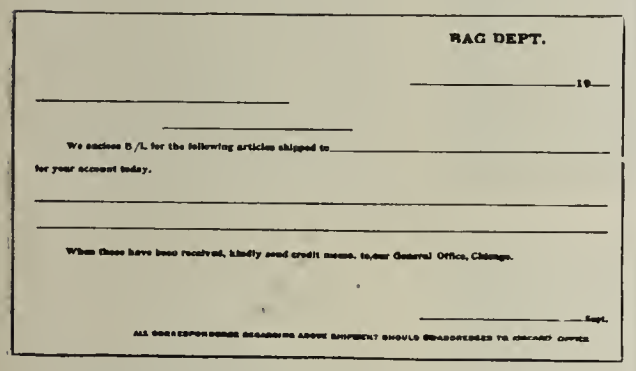
*HELD SUBJECT TO YOUR ADVICE AS TO DISPOSITION, FOR 30 DAYS ONLY, FROM ABOVE DATE.

Credit bills are made in triplicate, the second copy showing full details of bags returned.

port of a claim for shortage in case of any discrepancy.

If the mill does not receive the shipment within the fifteen days specified on the advice, it makes a notation to this effect and returns the form to head office. On receiving this returned blank the head office sends the customer a duplicated postal card, reading: "Your shipment of .....to our.....mill, consisting of.... bundles of .....bags has not yet been received. Please trace shipment and insist on railroad proving delivery to this company, and advise us date of such delivery."

As each Bag Report is received at the



BAG DEPT.

_____ 19__

_____

_____

We enclose B/L for the following articles shipped to _____

for your account today.

_____

_____

_____

When these have been received, kindly send credit memo. to our General Office, Chicago.

_____ Supt.

ALL CORRESPONDENCE REGARDING ABOVE SHIPMENT SHOULD BE ADDRESSED TO CHICAGO OFFICE

When a mill requires additional bags, a new supply may be obtained from one of the other mills.

head office, it is checked up with the number charged against the customer, and a Credit Memorandum, filled in and sent to the customer. Two carbons of this credit memorandum are taken. The first, or duplicate, is provided with space for details of the various classes of bags returned, such as jute bags, lime bags, cotton bags, etc. It is then passed on to the bookkeeper, who enters the proper credit on the customer's ledger account, and returns it to the bag department for their own file. The second carbon, printed on yellow paper, is filed in the general correspondence file.

Oftentimes certain plants will run out of a sufficient supply of bags through having filled an unusually large number of orders, or through bags not being returned promptly by customers. In such cases new bags are not always purchased but a supply is obtained from one of the other mills that has on hand a larger supply than it needs. When a mill requires an additional supply of bags it sends such request to head office. Records show which mill has the largest supply of bags on hand, and it is asked to ship a supply to the mill that requisitioned for them. When the mill so instructed has made the shipment, its superintendent advises the mill shipped to, of such shipment, on a special form, and attaches the necessary shipping papers. Two carbons are also made of this advice, the first going to the head office to notify them of the shipment of the bags; the second being filed by the mill as its own record of the transaction.

This system enables the head office to keep an exact tab on all of its bags. It knows how many are in the hands of customers, and who these customers are.



A Burroughs Calculator at $150

The big Burroughs line needed only a low-priced machine for rapid calculations to make it complete enough to cover any figure work any one could demand in any line of business.

So we built one—perfected it a year ago. But our output was taken so fast that this is the first public announcement we have dared make concerning this little marvel for rapid calculating.

It is a high-speed, key-driven machine which eliminates fully 85% of the time and cost of ordinary figure work. In all operations of addition (decimals, whole numbers or fractions), subtraction, multiplication and division, or for figuring discounts, computing interest, checking invoices, inventories, etc., summarizing time tickets, or any of the dozens of office calculating operations, it is indispensable where speed is a factor.

This calculator we are offering at $150 in the United States. It has ten columns capacity—compare this with others. It has many *exclusive* mechanical features, including the easy working "clearing handle." The Burroughs governor makes it proof against damage from "jerks." Its light weight is a big feature.

A typically Burroughs product—built in the Burroughs plant, by Burroughs men, with Burroughs mechanical perfection in it, and the Burroughs reputation and *guarantee* behind it. No wonder, then, that so many concerns, big and little, are equipping with the Burroughs Calculator. For instance:

The Westinghouse Interests	John Wanamaker
Wells Fargo Express Co.	Pennsylvania Railway
Montgomery Ward & Co.	Butler Bros.
Carnegie Steel Company	Curtis Publishing Co.
Simmons Hardware Co.	Packard Motor Car Co.

and hundreds of others—large and small.

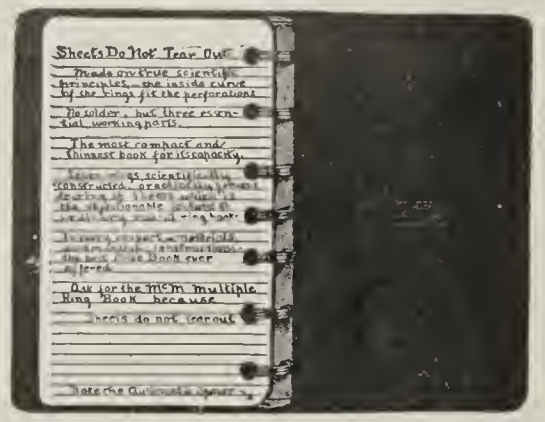
May we send one of our experts to talk over your figure problems—without any obligation whatsoever? By all means write for a copy of "A Better Day's Profits," "Cost-keeping Short Cuts," and other famous Burroughs Books on modern business economies.

Burroughs Adding Machine Co.

82 Burroughs Block Detroit, Michigan 76 Cannon St., London, E.C., England

Makers of adding and listing machines; listing and non-listing calculating machines; visible printing machines—86 different models in 492 combinations of features—$150 to $950, easy payments if desired.

Mc M Multiple Ring Book



Sheets Do Not Tear Out

Seven rings scientifically made. Automatic openers for rings. 1-8 inch thinner than other books. Costs no more than the old kind.

OVER 350 STOCK SIZES AND BINDINGS

Does a book which corrects the trouble you have had—SHEETS TEARING OUT—appeal to you? Demand this book at your stationer or mail your inquiry to us.

McMILLAN BOOK CO. SYRACUSE, N. Y.

IS YOUR LIFE WORTH 50¢

Do You Know

that Every three minutes someone in the United States dies of tuberculosis.
that Prevention is the only real cure.
that 50 per cent. of the smokers put the cigars in their mouths before cutting the end.
that The public cigar cutter is therefore alive with germs of all descriptions from the men who preceded you, and it is never cleaned inwardly. There lurks the danger. Avoid Infection by using your own **Cigar Cutter.**

We have perfected the best and handiest Cigar Cutter ever sold. It is neat, fits your vest pocket, cuts a diagonal cut, which prevents the cigar from unwrapping—guaranteed forever. Send us 50c today, and we will send you one of these cutters. It may be the means of saving your life.

UNION SALES COMPANY
Union Building Newark, N. J.

DON'T

Ask BUSINESS *for*

Mailing Lists

"That's Our Business"

Ask for our "Silent Salesman No. 54 for 1912." **It's Free** and contains over 2000 different mailing lists. For instance.

109	Aeroplane Mfrs.	$ 2.50
107	Aviation Supply Dealers	2.50
556	Auto Manufacturers, Strictly	3.00
6,337	Auto Garages	15.00
11,610	Auto Dealers and Agents	20.00
4,525	Auto Repairs	10.00
2,749	Auto Supplies	7.50
166	Auto Supplies, Whol.	2.00
63	Auto Jobbers	1.00
521	Auto Tool Mfrs. and Dealers	4.00
227	Auto and Buggy Top Mfrs.	2.00
472,000	Auto Owners, Per M	2.00
123	Auto Tire Mfrs.	1.50
267	Auto Truck Mfrs.	2.00
384	Advertising Agencies	4.00
514	Mfs. and Jobbers Adverting Novelties	3.00
50,000	Agents, Books, etc., Per M	4.00
50,000	Agents and Canvassers, Per M	4.00
733	Amusement Parks	5.00
3,750	Department Stores	5.00
2,205,303	Farmers, Per M	2.50
1,976	Five and Ten Cent Stores	5.00
11,305	Five and Ten Cent Theatres	20.00

ASK FOR ANY OTHER LIST YOU WANT

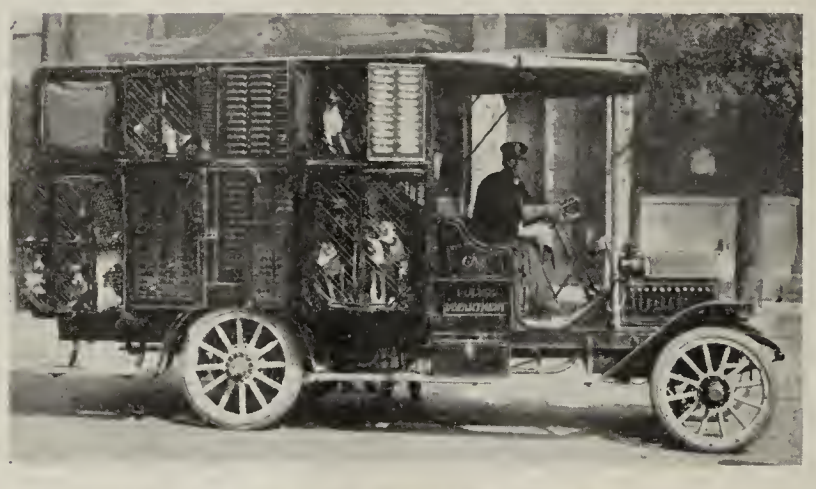
Trade Circular Addressing Co.

168 WEST ADAMS STREET, CHICAGO

Established 1880

New Uses *for*

A Series of Photographs Showing and the Advantages of Certain



Since the City of Detroit adopted this up-to-date method of keeping the streets clear of unlicensed dogs and unmuzzled dogs, one man and with a G.M.C. car has been enabled to pick up from 50 to 90 a day, or three times as many as were formerly picked up by two drivers with ordinary dog wagons. Besides this there is the humane feature as the dogs prevented from biting each other or the pound master. Each compartment is also provided with a basin of water and as the car is driven alongside a window ledge at the pound, the doors are opened automatically and the dogs walk out.



A Port Huron Creamery Company uses this Cass motor truck to gather in its milk supply from the outlying farm districts. Heretofore the farmers were obliged to haul their milk to the nearest street railway crossing where it would wait until picked up by the freight cars, often involving serious delay and loss for both creamery and farmer. Now the routes for each truck are definitely laid out, the farmer is relieved from all trouble and the milk is delivered to the creamery on time.



Many of the regular pleasure cars or runabouts can be made to pay for themselves many times over through commercial uses. This rural mail carrier makes a daily run of over 55 miles with his Ford car, through the wheat lands of South Dakota, delivering mail to 102 farm houses. He also picks up many an extra dollar through the little services he can render the farmers in his territory.



One ton trucks are today used in over a hundred different lines of business where they are proving much more efficient and time saving than heavier trucks. Especially in country service they are invaluable on account of being able to climb steep grades and make deliveries over the poor roads. This picture shows a 30 horse power Federal truck going up Twin Peaks, San Francisco's steepest hill.

Commercial Cars

the Utility of the Motor Truck
Cars for Special Purposes

When a three ton Velie truck hauled a twelve ton steel tank for the installation of a private water system at Moline, Illinois, recently, it demonstrated how some apparently insurmountable difficulties can be overcome. The roads leading to the grounds contained so many sharp turns and steep grades that a sufficient number of horses to pull the tank up the hills could not possibly swing the turns. The tank wagon had settled almost to the hubs in the soft ground alongside the freight car where the tank was unloaded but the truck pulled it out and made the seven mile run without a stop.



This barrel truck is undoubtedly the longest heavy duty truck in the world, having a 176-inch wheel base and a 19-foot body. The Cooperage Company's plant is located about eight miles from two of its very large customers and the truck will replace about four teams in making the haul over bad roads. The barrels are necessarily light and the extreme length of this Universal truck provides the added space which is necessary to carry any kind of a load.



Here is a remarkable example of the variety of uses to which the commercial car can be put in the interests of public welfare. A Chicago contractor has adopted the novel plan of doing his house moving at night by the use of a G. M. C. truck. The flash light was taken as a single story house was being moved in one night over a distance that would have required several days by ordinary methods.



The owner of this areoplane was under contract to exhibit in New York and had only a matter of two or three hours to get the machine from the freight house to the field. The Universal truck shown in the photograph was pressed into service on very short notice and by having the seat placed so far ahead was able to handle the proposition, arriving at the field on time and saving the flyer's contract.



Rite-Lite ADJUSTABLE SHAVING AND DRESSING GLASS

"NO SHADOWS SHAVING"



Raises and lowers 8 in. Slides 14 inches in front of window. Nickeled fixtures. Beveled plate mirror. Turns on swivel.

Excellent Xmas Gift

Dealers write for terms

Price Delivered
6 in. Diam. $2
7 in. Diam. $3
7 in. Dble. $5
(1 side magnifying 1 side flat)
Money back if not satisfied.

Rite-Lite Glass Co., 259 N. Salina St., Syracuse, N.Y.



This Man Bridged the Gap

His name is R. L. Thomas and he lives in Eureka, California. He enrolled for I. C. S. training in 1902 while working as ranch hand, and as assistant on a ferry-boat between times.

In 1908 he drew the plans, and made the cost estimate for the handsome steel structure which now spans the river at the old-time ferry crossing.

Thomas is now City Engineer of the City of Eureka, California. He says his income has increased seven-fold since enrolling.

This is but one of thousands of similar I. C. S. stories of success, and shows that the I. C. S. can help **you** win success at **your** chosen occupation.

To find out **how** the I. C. S. can help you, mark the attached coupon today. Doing so costs you nothing. You assume no obligation.

It doesn't matter who you are, what you do, or where you live, the I. C. S. can help you bridge the gap to success.

Mark the Coupon NOW

INTERNATIONAL CORRESPONDENCE SCHOOLS
Box 1076 SCRANTON, PA.
Explain, without fnrther obligation on my part, how I can qualify for the position before which I mark X.

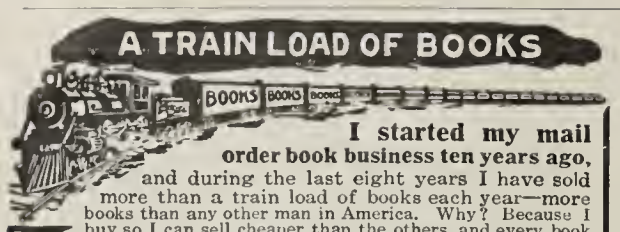
Electrical Engineer	Civil Service
Elec. Lighting Supt.	Bookkeeping
Telephone Expert	Stenography & Typewriting
Architect	Window Trimming
Building Contractor	Show Card Writing
Architectural Draftsman	Lettering and Sign Painting
Structural Engineer	Advertising
Concrete Construction	Commercial Illustrating
Mechan. Engineer	Industrial Designing
Mechanical Draftsman	Commercial Law
Civil Engineer	Teacher
Mine Superintendent	English Branches
Stationary Engineer	Poultry Farming
Plumbing & Steam Fitting	Agriculture — Spanish
Gas Engines	Chemist — French
Automobile Running	Salesman — German

Name _____

Present Occupation _____

Street and No. _____

City _____ State _____



I started my mail order book business ten years ago, and during the last eight years I have sold more than a train load of books each year—more books than any other man in America. Why? Because I buy so I can sell cheaper than the others, and every book is shipped subject to return at my expense if not satisfactory.

Publishing books is a precarious business. Many publishers and booksellers fail. I make a specialty of buying bankrupt stocks of new books at my own price, and regular stock in quantities so I can retail at wholesale prices. I now have a big stock of over 6,000 different fine library sets of the works of standard authors and single volumes on every subject, which I offer to close out this season **at 10 cents to 50 cents on the dollar.**

Be fair to yourself. I can save you money. Drop me a postal card and get my prices before buying.

Sample Prices

DeLuxe ¾ Morocco Bound Sets Shakespeare, 20 vol., **$90.00;** my price, **$14.40. Plutarch,** 5 vol., **$22.50;** my price, **$4.85.** Also **Dickens, Emerson, Stevenson, Kipling, Scott, De-Maupassant, Hugo, Dumas, Eliot, Carlyle** and a hundred others at 25 cents on the dollar of publishers' prices.

Single Volumes **Koran,** ¾ mor., $2.00; my price, **48c. Dante's Inferno,** $6.00; my price, **90c. Origin of Species,** and **500 other good titles,** $1.00; my price, **43c. Josephus,** $2.50; my price, **98c. Handbook of Oratory,** $5.00; my price, **$1.60.** Gift books, children's books, instruction books, law and medical books, humor, history, biography, science, etc., etc. All subjects and at bargains.

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Free Bargain List

Before ordering send for my free Bargain List of all my thousands of bargains and see how I ship books on approval, to be paid for after examination or returned at my expense if not satisfactory. *Send for my Bargain List now. Postal card request will bring it.*

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Become a Lawyer ***Legal Diploma***

We make your home a university. Leading Correspondence Law Course in America—recognized by resident colleges. New text, specially prepared by 20 Deans and Univ. law school teachers. We guarantee to coach free any graduate failing to pass bar examination. Special Business Law-Course. "Legally trained men always succeed." Over 10,000 students enrolled. Begin now. Easy terms. Catalog and Particulars Free.
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In 18 Easy Lessons! Positively guaranteed. System taught by us adopted by public schools in Boston, Denver, Buffalo, Omaha, Seattle and more than 2000 other cities. America's most popular shorthand because easy to learn, read and write. Complete stenographic courses by mail. Typewriters furnished. Low cost, easy terms. Write now for free book on big salaries and opportunities. Positions everywhere.
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3 IN ONE
REGISTERED TRADE-MARK

See that the *big red* "1" is on the label of the bottle. If it isn't, then you are not getting "3 in One." And if you don't get "3 in One" you don't get the best oil and the only oil for lubricating, cleaning, polishing and preventing rust. Try ten cents worth for oiling sewing machine, typewriter, fire arms, clocks, locks, or polishing piano, table, chairs, preventing tarnish on nickel bathroom fixtures. FREE generous sample bottle and a valuable book. Write to-day.
3 IN 1 OIL CO.
36 Broadway
New York City.

Filing *the* Letters Quickly

A New Method of Combing the Alphabetical and Numerical Filing Systems

By E. H. Gilman
System Dept., Yawman & Erbe Mfg. Co.

MODERN requirements in filing correspondence demand a method of indexing which is at once accurate and quick in operation. The fast disappearing numerical system has the virtue of accuracy but is very slow and tedious because a card index must be consulted whenever it is desired to file or to find a letter. The ordinary alphabetical method, on the other hand, provides direct and speedy reference, but is frequently open to criticism on account of the danger of misfiling.

To meet this situation, there has been recently perfected what is known as the Direct Name System. While this is essentially alphabetical, in that it provides immediate reference by name, it also makes use of the error-checking feature of the numerical system. In other words, it is a combination of the two with the arrangement of guides and folders so extremely ingenious as to make it mechanical-perfect.

The guides are of strong pressboard, and have celluloid tabs, arranged alternately in two positions, the tabs running in two rows from the front to the back of the vertical letter drawer and just to the left of the center. On the tabs are printed the subdivisions of the alphabet, which may be obtained in sets of all sizes; and beneath each subdivision is printed its number. The numbers of any set are consecutive, starting with 1 on the first guide; on a set of forty subdivisions they run from 1 to 40, and similarly for the other sets.

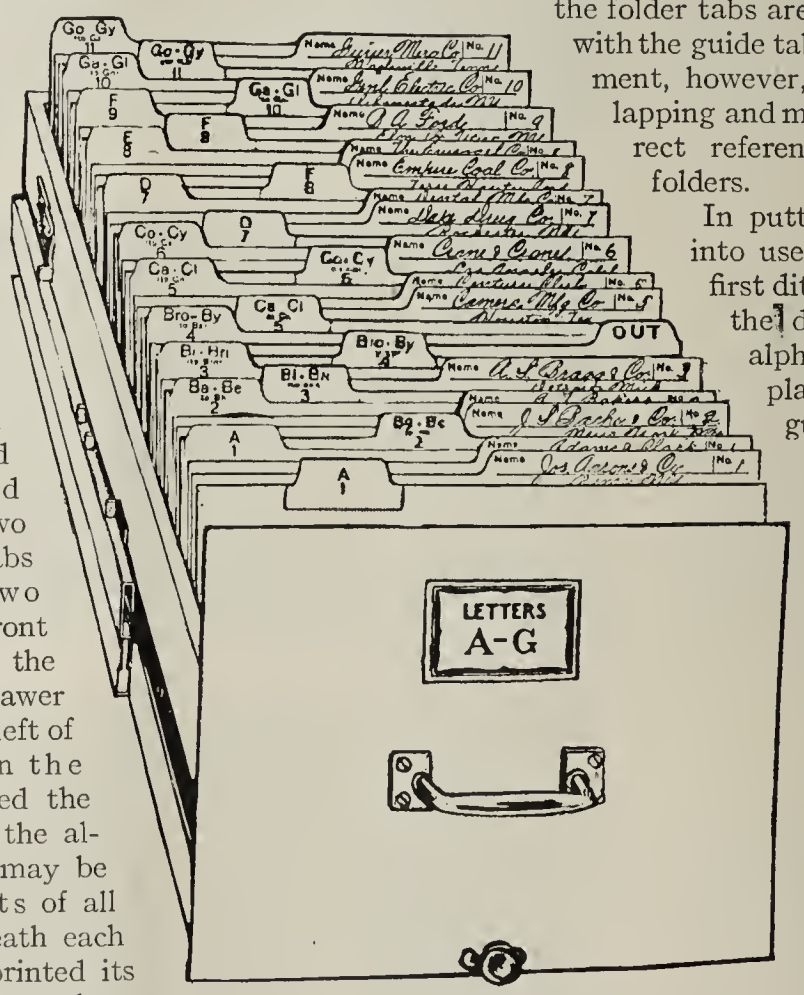
Behind each guide is an alphabetical folder with tab printed and numbered to correspond with the guide. The folder tabs run in a single row at the extreme left edge of the drawer, so that they do not interfere with the guide tabs. In these alphabetical folders all miscellaneous correspondence is kept.

Blank folders are also provided with wide tabs occupying the right half of the drawer. On the tabs may be written the names of important customers, together with the numbers of the guides behind which the folders belong. In these blank or "Direct Name" folders are segregated the letters of the principal concerns with whom correspondence is carried on.

A strong point of the system is that the folder tabs are of equal height with the guide tabs. The arrangement, however, prevents overlapping and makes possible direct reference to all the folders.

In putting this system into use, the guides are first ditributed through the drawers, and an alphabetical folder placed behind each guide. To each important correspondent is assigned a separate folder, on the tab of which is written the name. This folder is numbered to correspond with the guide to which it belongs, and it is then filed behind the guide, just in front of the alphabetical folder.

Whenever a



Courtesy of Yawman & Erbe Mfg. Co.

The folders are numbered to correspond with the alphabetical guides and all correspondence is returned to the file by number, thereby insuring accuracy.

considerable number of letters from one concern accumulates in an alphabetical folder, these letters should be removed and filed in a new folder bearing the concern's name.

One reason why this system is more accurate and speedier than the old alphabetical method is because a folder is returned to the file by number, which permits of fewer errors; and in the event that it is misfiled, the mistake is readily detected through the discrepancy in numbers. It is speedier because a number can be located much more quickly than an alphabetical subdivision when a folder is to be filed. It is speedier also because a letter can be found more quickly. This is due, on the one hand, to the concentration of the guide tabs so that the eye can pass over them rapidly in glancing from the front to the back of the drawer, in contrast with the old alphabetical arrangement which scatters the tabs clear across the drawer. On the other hand, the folder tabs are of guide height and are always visible, making it possible for one familiar with the file to refer to them without even looking at the guides.

This system is also speedier and easier to operate than the numerical because no card index is used and fully two-thirds of the time and labor required to run a numerical system is eliminated. It is self indexing and with its numbered tabs loses none of the accuracy of the numerical scheme. Furthermore, it is admirably adapted to the requirements of economy in spite of the fact that the first cost of the celluloided guides is a trifle higher than that of the ordinary kind. After the first purchase, no further guides need be bought, for the simple reason that the alphabetical folders serve as guides after the correspondence is transferred. The guides themselves remain year after year in the active drawers, and are practically indestructible.

A follow-up system can be readily arranged in connection with the Direct Name System. A set of twelve guides bearing the names of the months, a daily set printed with the numerals 1 to 31, and some blank folders may be placed in the front of the first vertical drawer. Under ordinary conditions these date guides will take care of all the "follow-up" for four drawers or less. If there are a large number of drawers, a follow-up outfit may be placed in the front of every fourth drawer.

When a quotation is made, or when for any other reason, it is necessary to have a letter called to attention at a later date, the follow-up date is noted on the

Landmarks of Typewriter Progress

Such are all the recent developments of the

Remington

VISIBLE MODELS
10 and 11



Among these developments are:

The Built-in Decimal Tabulator — which makes the decimal tabulating mechanism an integral part of the typewriter.

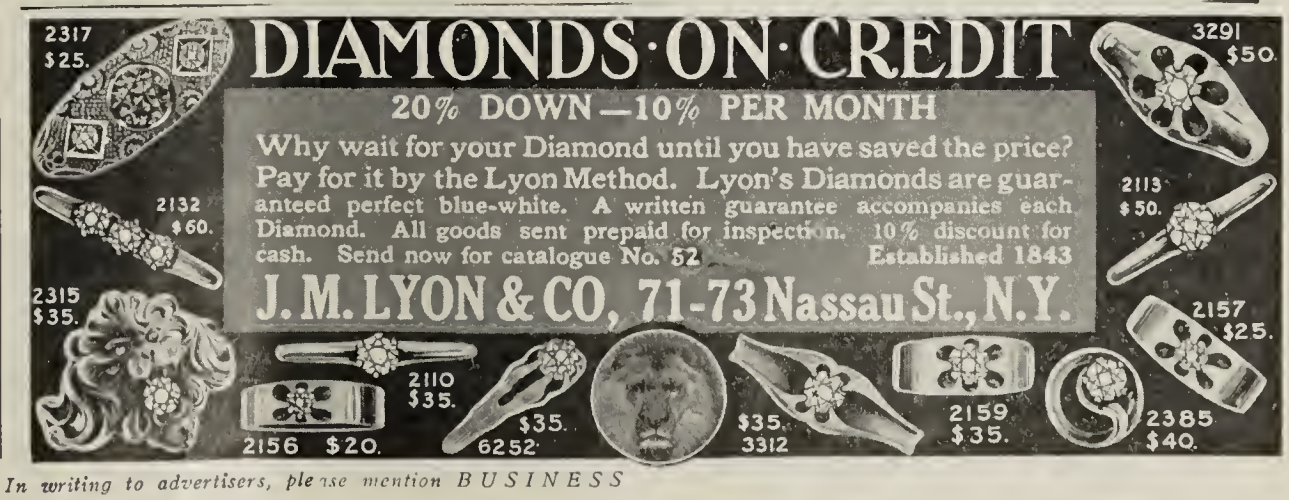
The Tabulator Set Key— which eliminates all hand setting of the tabulator stops.

The Column Selector— which determines, by the stroke of a single key, the exact point on each line where the writing is to begin.

The Adding and Subtracting Remington (Wahl Mechanism)—which combines in one typewriter, ***and in one operation,*** the functions of the writing machine and the adding machine.

Every one of these new developments is an evidence of the perpetual leadership of the Remington Typewriter. Illustrated booklet, descriptive of all recent Remington improvements, sent on request.

Remington Typewriter Company
(Incorporated)
New York and Everywhere

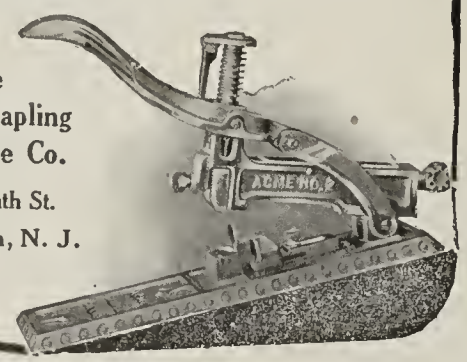


Is Your Correspondence Valuable ?

Is your correspondence valuable enough to safeguard its keep?
Is it of any importance to you to entirely do away with lost records and letters?
Do you want a positive means of guarding them?
Here is the way—

The ACME STAPLE BINDER

The only really clog-proof stapling machine made. There are several distinct sizes to select from, but size makes no difference, YOU need an ACME.
It is simple and efficient in its operation, holding 100 steel fasteners at once.
The Acme Fastner will easily bind from 2 to 30 sheets at once; making a safe, sane and sure way of preserving your papers.
Let us send you literature covering this wonderful office machine. Its FREE to you.



The Acme Stapling Machine Co.
99 N. Ninth St.
Camden, N. J.

YOUR AD ON THIS **3 in 1 COMBINATION**
WILL CARRY YOUR MESSAGE FOR YEARS



Not a cheap, rough, useless imitation, but a combination of three useful articles, consisting of an ALUMINUM COMB of the best make, concaved 4¾ in. long; PENKNIFE with tempered steel blade, ground to a keen edge; CIGAR CLIPPER that will clip and not crush nor tear the end of any cigar, ALL IN ONE in leatherette case.

Made with care and best material.
YOUR AD in RAISED LETTERS on ½ in. x 3½ in. space, 500, $32.00; 1,000, $60.00; Sample 10c postpaid.

ARNE NOVELTY MANUFACTURING COMPANY
RACINE, WIS. Sole Manufacturers

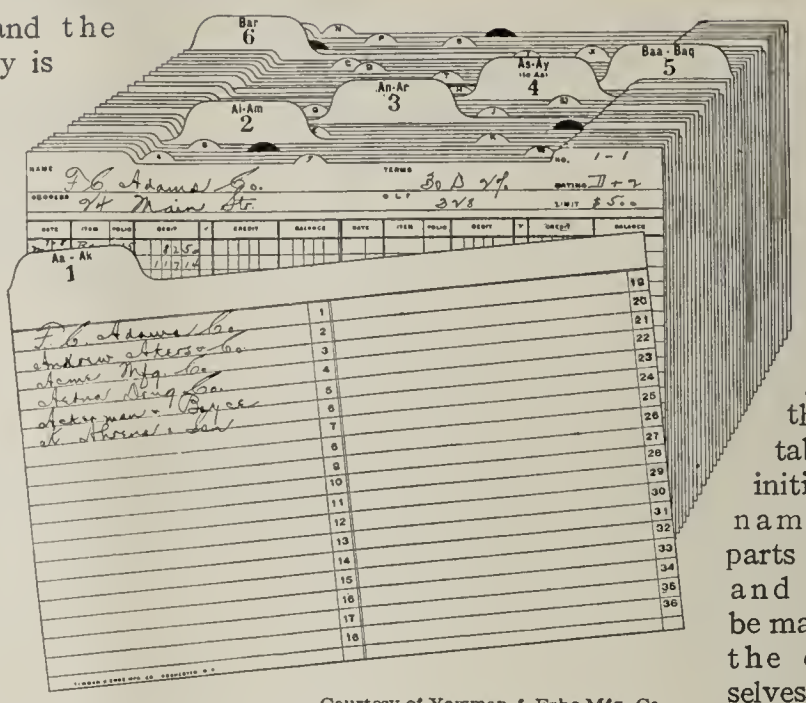
DESIGNING
ENGRAVING
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SPEEDY WORK GUARANTEED
WE SET THE PACE OTHERS FOLLOW



SPRUNK ENGRAVING CO.
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TELEPHONE M.1491
DETROIT, MICH.

original letter, and the copy of the reply is filed behind the proper daily guide. When the day arrives, the copy is removed, the original letter secured, and the follow-up letter written. If the correspondence should be wanted earlier, the original letter can be obtained from the regular file, the date noted, and the copy of the reply removed from the follow-up file.



Courtesy of Yawman & Erbe Mfg. Co.

The letters on the tabs indicate the initials of the names or the second parts of firm names and provide direct references to the cards themselves.

In the illustration, cards are shown with alphabetical shoulder tabs, which make it unnecessary to refer to the register on the guide, since the letters on the tabs indicate the initials of given names or second parts of firm names, and reference may be made directly to the cards themselves.

Whether or not the cards are tabbed, however, the direct reference afforded by the alphabetical guides is a distinct time-saver. Compared with this method the ordinary numerical ledger is slow and clumsy.

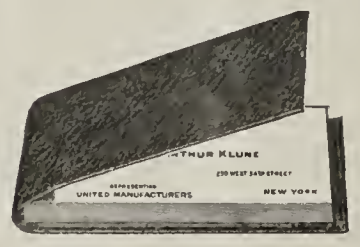
In filing cards, the numerical feature insures both speed and accuracy, the number on the card pointing out its position in the file immediately. The "Safe-guard" feature is furnished by the register of accounts on the guides. This gives a check on the loss or misfiling of cards.

Both accounts receivable and accounts payable may be indexed in this manner. A separate drawer or portion of a drawer should be assigned to each class of accounts, and this in turn divided into two portions, "Open Accounts" and "Closed Accounts." The safe-guard system should be used in the "Open Accounts" sections, while sets of ordinary alphabetical guides will suffice for the closed accounts, since these accounts are of course registered on the "safe-guard" guides. This system is adapted to a wide range of requirements.

In both letter and ledger indexing, the present tendency is to get away from the purely numerical idea, and adopt a method that is both direct and accurate. The Direct Name System for correspondence, and the Safe-Guard System for the card ledger both serve this purpose admirably.

A similar method can be used to advantage in indexing the card ledger. It is called the Safe-Guard System, and like the Direct Name, it is a combination of the alphabetical and numerical ideas. As may be seen in the illustration, the guides are alphabetical and are numbered consecutively in red. The body of the guide is ruled and printed on both sides, there being spaces for 72 names, numbered from one up. When an account is opened, a card is made out, and the name is entered on the guide behind which the card is filed. The number of the guide is written on the upper right hand corner of the card, and is followed by the subordinate number which appears after the name on the body of the guide. In this way a numerical register is kept on each guide of all the accounts falling behind that guide. To be sure, in the "active" portion of the card ledger system, no one guide will have its full quota of cards; but the missing cards are found behind the corresponding guide in the "closed accounts."

Reference to an account is made by going directly to the proper alphabetical guide. The number appearing after the name guides the eye immediately to the card, unless it be filed under "closed accounts," in which case reference is made to this part of the file.



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Selecting *the* Right Manager

How to increase Efficiency and Promote Co-operation in Business

By John J. Pleger

EVER since the transcontinental railroads were accused of wastefulness in the management of their properties, the phrase "Scientific Management" has been heralded over the land by the press as a panacea for all business deficiencies and inefficiency. It has been reiterated with such universal application that business houses all over the country are making special efforts to get men capable of converting wasted energy and material into dollars. Some even go so far as to attribute the high cost of living to the lack of efficiency, but in all fairness to the large packing houses, it must be said that in them economy and efficiency reign supreme; so much so that there is much truth in their boast, "Nothing escapes but the squeal."

In its true sense however, Scientific management is a matter of men—the systematizing of the brains and abilities of all connected with the establishment, that each may give his best and that each may be in harmony with every other worker. The result is efficiency and co-operation in business.

It is true that very often men by temperament and training seem utterly incapable of rendering service consistent with their positions, yet co-operation will help even the misfit, and a proper definition of the duty of each individual, with freedom within those bounds of duty, will bring satisfying results from almost hopeless cases of incompetency. This puts a burden of responsibility upon the organizer, the head of the the business, but that part of the whole should by all means be his part to carry—it is his part to be the spirit for the work-body.


Tears through the building

It is from, but not upon the personality of the manager that efficiency and co-operation proceed. It is from him because he fits the parts of the human machinery of labor together, but it is not upon him because each employee, whether in office or basement, feels that his particular job is his own and that improvement of that job is his joy. The giving of the inspiration—a matter mostly of fairness, sympathy, and judicious praise, for man has an innate instinct to grow and make his surroundings evolve—is the privilege and the task of the manager. In organization, in co-operation, lie efficiency and success in business.

It is not essential that boards of directors should have a thorough knowledge of the business under their direction if they understand the requirements of the business and are able to recognize ability in others. But unless they choose the men to direct their affairs wisely, medicore accomplishment or disaster must result. They must be capable of selecting men for the active management who are fully conversant with the work details as well as cognizant of the outside demands upon, and requirements of, the business.

The ability to recognize ability is a rare and valuable asset. We frequently hear men in responsible positions say, "If I could only get some one competent to take over my duties—some one I could trust—I'd take a vacation for a year." Such men may be thoroughly competent in their work but lack the ability to recognize ability in others, or are looking for a hundred-dollar man to fill a two-thousand position. There is more ability in the world today than ever before, but failure to recognize latent expertness or qualities, which, with a very little training, could be developed and fitted for greater responsibility, has put many a manager upon the retired list.

The selection of a manager, then, is, without a doubt, the most difficult task, for he must be able to understand men, to manage himself and control his temper, and, above all, be approachable to his humblest employee as well as to men of affairs and business or social standing. From the standpoint of the board of directors, the prime requisite is to select a man whose personality will be an asset to the company. Every large business establishment has its manager, superintendent, foremen of divisions, and men in charge of sub-divisions. Picture, if you can, the result of the selection of a man who is incapable of fully comprehending the needs of the different departments and through bluff or bluster endeavors to get results. An ill-tempered manager does more disorganizing in one

hour than anything that the workmen could do in a week. He goes around on a tour of inspection, becomes aggravated because of some employee's trivial mistake or awkward method, reprimands him upon the spot, as well as the man in charge of the division, tears through the building into the office of the superintendent, and orders the man "fired" and the foreman reprihanded. Results? Efficiency suffers.

Co-operation suffers, too, when the manager has too little knowledge and patience and too much temper to make his wishes clear. The superintendent makes mistakes, fears his boss, and blames the foremen; the foremen make mistakes, fear their boss, and blame one another or the men; the men make mistakes and hate the man who tells; even the manager makes mistakes, fears his bosses, the board of directors, and blames the superintendent, the heads of the divisions, or bemoans his inability to get intelligent help. Everybody dodges, everybody side-steps, everybody is trying to get back at somebody else for trying to shift an error on him, and everybody delights in errors when the other fellow makes them. The spirit of the institution is petty warfare, not helpfulness. Enthusiasm from the office is essential to bring out the spirit of co-operation and develop the latent efficiency in the workmen.



Enthusiasm from the front office.

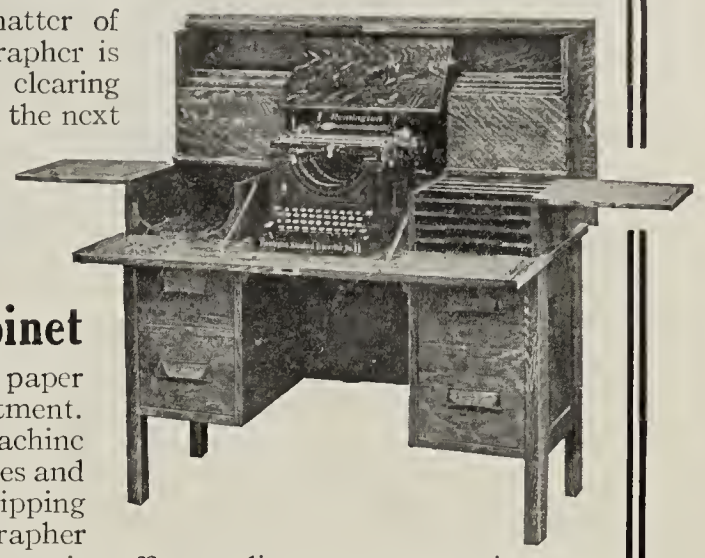
Authority and How to Use It

AUTHORITY is a dangerous possession, the misuse of which has brought about more dissention and internal disaffection than any other single cause. Like a revolver, it is a good thing to have around, but a dangerous thing to use. Authority preeminently implies the power to initiate or begin and only incidentally the power to command. In the first sense, its place is apparent; for how can one be held responsible without power to initiate, power to investigate, power to spend money as the judgment may dictate, power to discharge the duties assigned? In the second sense, its use should be the outgrowth of deliberate forethought and should be tempered with extreme discretion.

The proper use of authority in the imperative sense requires a knowledge of the principles governing human nature. Some people are fortunate enough to possess this knowledge intuitively, others will never acquire it because of their narrow-minded and myopic prejudices. Men, who will not respond to the "fair deal' have no place in a scientifically managed organization.

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Stenographic efficiency is largely a matter of equipment. Where the average stenographer is forced to waste a good part of her time clearing up after one job and getting ready for the next one, it makes a big hole in the day's work. Hunting material to work, selecting stationery, assembling carbons and locating enclosures doubtless causes her to waste one-third her time.



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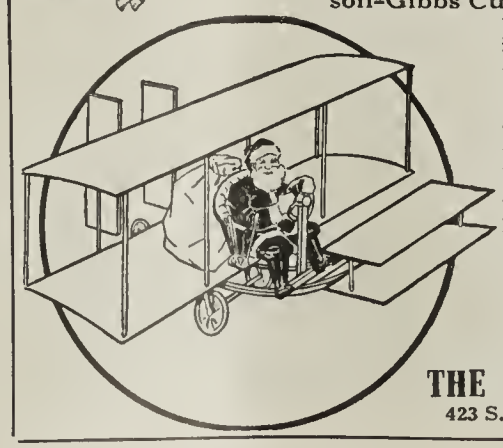
Answer the Questions on Page 267!



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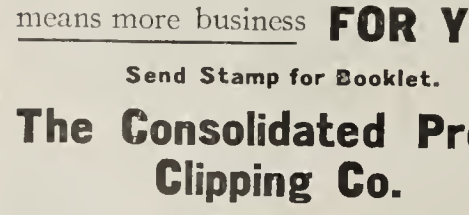


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When the Bond Salesman Calls on You

By Oliver W. Hughes

I'VE had just nine callers today," remarked a Massachusetts savings-bank president, "and six of 'em were salesmen for bond houses. I cannot see where these men make a living, for I cannot afford to buy of all of them. How they make 'both ends meet' is, I confess, beyond me."

No phase of business is becoming more keenly competitive, it may be said, than the handling of investment securities. Young men who have finished economic courses in the universities and who have in their undergraduate years developed a "knack" for financial problems, as well as veteran and trained business-men or "real" salesmen in other lines of commerce or trade find no difficulty nowadays in accepting positions in bond houses.

There is no more exacting business, however, anywhere than the modern bond house. Many a man who possesses the ability of expressing himself well is able to make a first-class living out of selling some little article, but when it comes to selling a commodity such as investment bonds—which mean real money to the buyer—it needs a man who knows not only *how* to talk, but who knows also *what* he is talking about.

Therefore, the good bond salesman is an extremely valuable man and a precious asset to the employing institution or firm.

In the mercantile business, it is by no means infrequent to find salesmen who make a good deal of money. In the bond business it is common. Many of the bond houses in the larger cities have salesmen who make really large incomes—who can "pull down" large financial "plums" because of their being first-class men in their particular line. The demand is never satisfied, in dull times or good. The good salesman is ever wanted in the bond business.

Now, in their anxiety to obtain salesmen there are a few houses which occasionally (either unintentionally or otherwise) take on men of little intellectual equipment. The day of the indifferent salesman or person of small moral fibre passed with the failure of a concern which handled principally irrigation bonds and which had its headquarters in Chicago during the irrigation "boom" in 1909. These men had no compunction whatever about comparing their own questionable wares with government or other standard securities and the business community is well rid of their noxious presence.

The question of the Massachusetts bank president would have been answered, had he known that in his own town one house had nearly one dozen regular clients, another had three of his own depositors as buyers of its securities, and so on.

The problem with the representative banking houses at the present time is not so much to cover a large territory, but to work "intensively" and well. For that reason, many of the firms who have heretofore "spread out" throughout the country have now applied the efficiency tests to their own selling forces and find their best results in working over a restricted, but fruitful, territory.

There are bonds and bonds, however, and every private investor and person with funds should have some safe guide with which to speed his judgment when the memorandum of an offering is before him. He need not necessarily attempt to become a "technician," for it is economically impossible for him to do so. But unless he buys implicitly from one concern (and this is not always advisable) he should have the distinguishing financial terms set clearly in his mind. He will then, at least, have a much clearer idea of the various kinds of securities and he will not be at the mercy of the less scrupulous and sometimes overly eager seller of securities, who may perchance have a more glib and soothing tongue than the honest, but more direct, salesman.

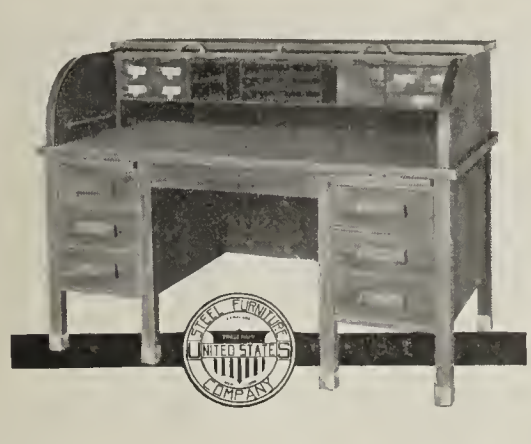
Some of the points which the investor should endeavor to fix with more or less permanency is the record of the issuing corporation (if it be a railroad or public service corporation), its record of earnings for at least a five-year period, whether or not it has ever paid dividends upon its stock and a comparison with similar or competing concerns. This "comparison of relative value" has been the salvation of many an inquiring investor and if the investment banking firm is sincerely anxious for the business, it will have no hesitancy in laying before the "prospect" all of his data. The personnel and the management, the attitude of the public and the patrons of the enterprise toward the corporation, the character of enterprises which "dominate" the community, whether diversified or dependent upon a few undertakings, and, if a railroad, the amount of tonnage originated, are all points of interest to the man or woman who perchance has funds which must be safely placed.

One of the simplest forms of investment to "follow," for example, is the chattel

mortgage plan on which the so-called "equipment trust notes" or "car trusts" are issued. This is nothing more nor less than a first lien against engines, freight or passenger equipment which very naturally is indispensable to the operation of a steam or electric railroad. The record of this class of obligations, when looked up, is found to be perfectly clean, there having been no defaults in the cases of any of the railroads of prominence and, so far as is known, in none other. Perhaps a few days' delay has occurred at times, in order to obtain an order of court to meet the principal and interest of these notes, but so far as is known never has there been a permanent and long-outstanding lapse of payment. In the 1892-6 period of depression, when many of the most prominent steam railroads in the United States were falling into the hands of receivers or were experiencing the most acute financial distress, equipment trust notes or bonds of the self-same railroads were being met punctually and promptly. As the notes are never issued at more than 60 to 85% of the actual cash cost of the equipment and the maturity of the notes is from ten to fifteen years at the extreme, the principal is extinguished long before the property has offered any serious impairment. Further, the payment of the debt begins within six months after the notes are issued and thereafter semi-annually and equal and proportionate amount of the obligations are discharged and cancelled.

When it is considered that these notes yield from 4½ to as much as 5½%, at times, it is little wonder that the leading banks, life insurance companies, trust companies and estates of the country extend a most hearty welcome to the bond salesmen who occasionally have these upon their lists of offerings.

This is only one instance of where the investor's knowledge may be put to good use when the bond salesman makes his appearance. As a usual thing, the average bond salesman is a highly-trained, intelligent gentleman, who must perforce be well-informed upon all matters of economic and business interest and to whom many business men may well look with astonishment, considering his breadth of information and wide financial experience. At present there are three very excellent bond distributors or salesmen in the Eastern cities, each earning not less than $20,000 per year, who were formerly in executive positions in various important business organizations. "My present work," remarked one, "is unlimited in its scope and the greatest spur to my ambition has come from the results which I inwardly realize have sprung from my firm's appreciation of my creative ability."



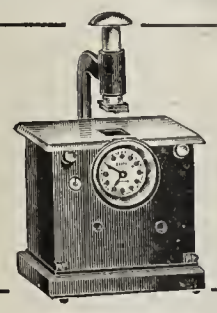
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A New View of Industrial Management

How Charles Buxton Going Sums Up the New Order in Industry in the September Review of Reviews

THE introduction of power and machinery exaggerated enormously three great tendencies which have now become dominant in the manufacturing system. One is centralization—the gathering of workers about great reservoirs instead of their distribution among many little springs of power, of equipment, of capital. Another, naturally following, is standardization—the reduction of wares of all kinds to fixed forms, prepared by comparatively few skilled designers, which forms, the great body of the rank and file reproduce mechanically. The third is specialization, or the subdivision of the making of any article into a multitude of operations, committed each to different hands, so that the share of any individual worker is endless repetition of a closely limited task.

Man and thing manufactured lose, as it were, individuality when they enter the plant, and regain it again only when they emerge, he adds. Man and job, their identity minimized, are merged into the group, the class, the system. And under the old order of day wages, with the relations between task and time, between time and output, between man and employer, thus obscured, the knowledge of what constitutes a "fair day's work" becomes confused, progressively wanes. Standards of measurement are lost. Vague averages take the place of personal records; and these averages, under the law of the crowd, tend always toward the place of the slowest. Incentive to individual efficiency dwindles, disappears. Incentive to class strengthening, class prejudice, increases. Collective bargaining takes the place of individual contract. Coercion becomes a governing principle, solidified labor seeking to drive the wage up and the output down, solidified employment working for the contrary result.

Piece rates, under which each worker is paid according to output, seemed to afford a better way. But being generally set with insufficient knowledge and care, and cut (or in the euphemism of the shop, "readjusted") whenever the worker's earnings have risen far above the ruling rate for his class, these rates in turn fall under the rule of collective bargaining as to the piece prices set, and under tacit, if not open, coercive class regulation as to the maximum output or the number of pieces any worker may make. So conditions soon pass again under the rule of coercion and strenuousness, maximum effort for a very moderate result.

Such is the old order, constituting so large a part of the industrial system, that it influences the whole. The voices of those who have been so steeped in it that they are unable to sense any other, are still far the loudest or the most multitudinous in their crying among the four groups above differentiated.

Enormous economies resulted from this manufacturing system. As a whole, it has been so effective that any retrogression within it was lost to sight in the great forward sweep. Nevertheless, retrograde movements came into being; and one of them is a decline in individual efficiency. The worker with the new equipment provided may produce absolutely much more than his predecessor did, and yet produce relatively less, as shown by comparing what he now does with the achievement that would be reached if he used the new machinery and methods with the old-time energy and skill. For example: modern machinery may enable an operator to turn out

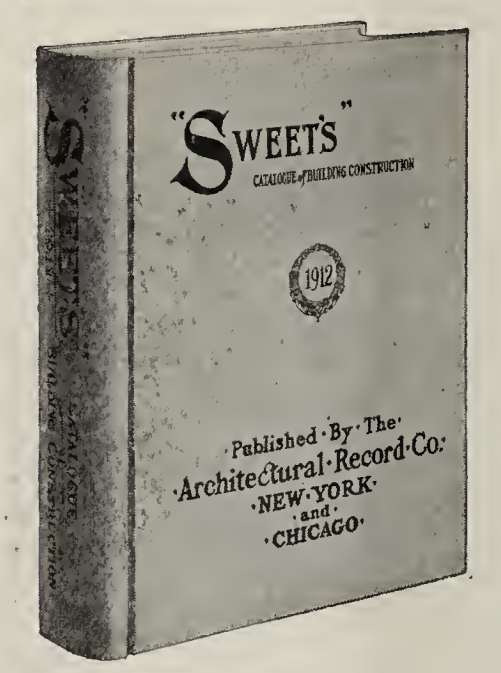
If every subscriber to the telephone service, in your city, undertook to send you a separate memorandum of his number and the nature of his business, the result would approximate the confusion in the catalog files of the average Architects' and Purchasing Agents' Offices.

NO manufacturer would think of trying to do business without a catalog of his products. It is the first step in his selling plans — an established medium of commercial intercourse which carries information from the producer to the buyer. Architects, Contractors and Purchasing Agents require catalog information.

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It all goes to prove the demand for a ***catalog system*** which is comprehensive and affords ready reference.



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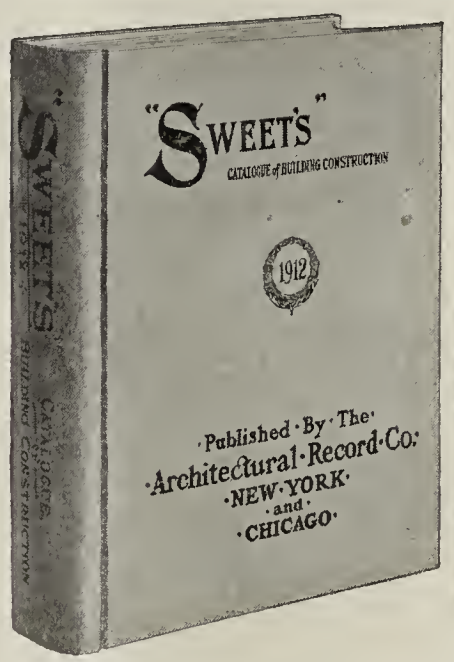
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ten times as much as the same effort would produce with the hand-tools formerly used. If he turns out six times as much, he is only 60 per cent as efficient, though he may seem six times as effective as the antecedent hand-worker.

Next in number stand those who adopt the second, or "transitional," theory of "initiative and incentive"; of accepting the ruling wage, the ruling rate or pace of working, without contest, but of offering (as a purely voluntary matter on both sides) extra compensation to the worker who exceeds the average pace. Here is seen the first glimpse of that great common factor of all the newer and more hopeful doctrines—a factor which at the end we may discover in a new light and under an unexpected interpretation.

Practically, these "premium" payments, of incentive are simple in introduction and in administration. Day wages, as already said, are undisturbed. But "standard times" for operations or jobs are set by observing good average performance under fair average conditions. Individual time records for each worker are then kept. The wage value of any time saved by any worker or on any job (determined, of course, by comparing his actual time on this job with the standard time set for it) is then divided between him and his employer. Premium earnings are kept separate from regular wage earnings. Their acceptance or rejection by the employee is optional with himself; but rejection, even if insisted upon at first through suspicion or devotion to supposed class interests, is rarely persisted in.

The plan is so conciliatory, so devoid of cause of offense, or of creation of any issue, that it appeals to many who shrink from going any farther. Certain defects of operation it has which it is not pertinent to take up here. The organic defect is that as the initiative rests upon the worker, it cannot operate beyond methods of betterment that are within his knowledge or improvement of conditions that are under his control. In efficiencies of plant arrangement, equipment, operation, assignment of work, methods prescribed, supplies and tools furnished, and many others (often together constituting far the largest influence on total efficiency) are only remotely and feebly affected.

Nevertheless, here we have the germ of the great idea—*separate consideration of every job, separate observation of every man; standards and records—the beginnings of restoration of individuality.*

In the third cult, "Scientific Management," as it has been lately called, a vast extension of view appears. Betterment of performance no longer depends upon the thought, the special skill, the personal effort, of the worker. Scientific study, pursued by the ablest special talent obtainable, is made *not merely of the work as it is carried on, but as it might be better carried on;* of improvements in materials, in methods and appliances, in machinery and equipment, in power generation and applications, in arrangement of the plant, in routing and dispatching work through the plant, in personnel and organization under which the plant is operated.

The management assumes a fully equal share of responsibility and service, in helping the men to work harmoniously, effectively, wholly on productive labor, and not at all in heavy and unprofitable toil of overcoming removable obstacles. For each man's work and for the operation of the factory as a whole, the process is like that of smoothing out the bends and removing the constrictions and obstructions in a pipe line. Things may be torn up and disturbed during the process; but when the changes are

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HE IS just an average man, the man who becomes the successful man. He hasn't so much "good luck" and exceptional ability as some of the Plodders would have us believe. But he reads everything that comes his way—most of it hardly worth while—but he'll not let Opportunity get past him for the want of a few moments.

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And then he rather thinks it is decidedly worth while by the time he has that first lesson in the mail.

As he thinks about it he becomes a bit more anxious each day to know what the Board of Examiners thought of his lesson papers.

He reads and re-reads the references in The American Business and Accounting Encyclopedia and in The International Accountants' Manual—and thinks some more, and wishes he could look over his work again just to make sure.

As a thought-producer he concludes the lessons were worth the price. Not to mention the fact that he has $37 worth of accounting books as "good measure."

Then the criticisms on his first lesson come in.

That criticism from the Board of Examiners clinched the matter. It was a clean-cut and concise specially dictated criticism from the Vice President of the Society. It told him what was right and what was wrong—and all the why's and reasons. It threw new light on the subject and made him think more than ever.

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complete, the internal friction, the whirls and eddies, the bursting strains, all are relieved. The flow becomes swifter, the delivery larger, though the driving pressure be not a whit increased.

While the several apostles of scientific management agree closely on the primary faith, they differ widely in the articles of their creeds. The Taylor system is both scientific and systematic. It holds to certain fixed institutions which have proved effective, and insists upon their general acceptance and adoption. It demands complete devotion and the use of an "orthodox" ritual. It changes the very form of organization, replacing the long-familiar direct line of authority and office by its eight "functional foremen," each workman having eight actual and five visible "bosses."

Emerson, leaving the old line intact, supplements it by "staff" counsel. Both Emerson and Gantt (though Gantt adopts the "functional" rather than the "staff" idea) are inclined to be more liberal, more elastic, more adaptive to use institutions that exist, molding conditions and operations so as to fulfill as well as possible the ends they are convinced are fundamentally important. They proceed, to exaggerate the figure, somewhat as the Church fathers did when they invested heathen festivals or superstitions with new meaning and influence.

In psychology, also, as expressed in the incentive of reward offered the worker, these masters differ, though by a different division. Under the Taylor and Gantt methods, after conditions have been standardized, a standard task (usually a daily task) is set. A relatively large "bonus," lying generally between 20 per cent and 50 per cent of the regular day wages (which are undisturbed and remain as a minimum to every worker), is given to the man who accomplishes the standard task, with a proportionate increase if he exceeds that task. Unless he actually reaches the task limit, however, he gets day wages only; though for special encouragement, or to compensate for accidental interference, the bonus may be granted in some particular case by special intervention.

Emerson, on the other hand, having set standard times under the standardized conditions, and having likewise accepted ruling day wages as the basis of agreement and minimum of compensation, keeps records of individual performance over an extended bonus period, usually a month. Each man's efficiency is determined by the proportion between his actual achievement in that period, and the standard predetermined achievement. If he reaches that standard, if, in other words, his efficiency is 100 per cent, he gets as bonus an addition of 20 per

cent to his wages for the period. But if the worker shows even 67 per cent efficiency, he begins to receive a small bonus, rising on a sliding scale at an increasing rate of acceleration as the man's efficiency improves, until it reaches the 20 per cent already mentioned for a performance 100 per cent efficient. Above that the bonus rises steadily, 1 per cent more for each 1 per cent additional efficiency.

We thus have here something of the same nebulous zone between low performance and high performance, something of the same almost insensible transition between the status of the under-competent and that of the fully competent, that we have under the premium plans. A slight but increasing reward is expected to lead the reluctant step by step, even if he cannot jump. The effort is to raise, in some measure, the efficiency of the whole body of labor.

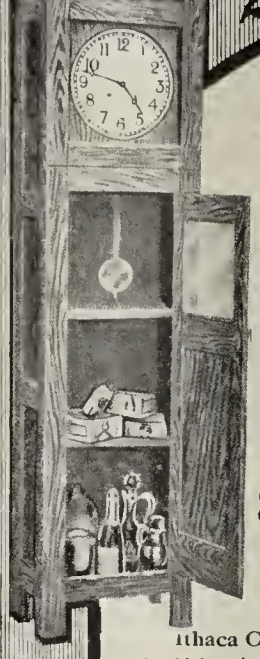
Lastly, we come to the fourth school, the school of suggestion. It is the most difficult to present adequately, because its expression in practice is not only accomplished with relatively slight physical elements, but also varies widely because different practitioners use different sorts of psychial appeal. Indeed, it is only fair to the authors of the ideas grouped here under this definition to assume the whole responsibility for that definition, and to relieve them of any criticism that may fall upon this interpretation of their active influence.

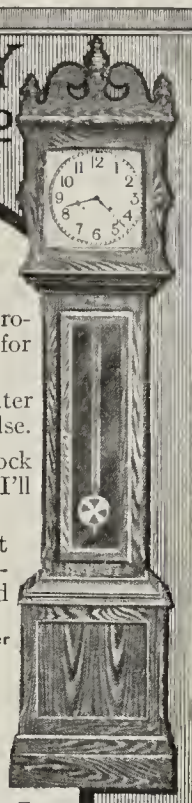
Under the Hine unit system, then, the operating organization of a railway, instead of consisting of a general superintendent, a superintendent of motive power, a chief engineer, a superintendent of transportation, a general storekeeper, and a superintendent of telegraph, etc., consists of a group of "assistant general managers." "The number may vary with the size of the jurisdiction, but is normally eight, including the man previously *the* assistant general manager, who, to avoid misunderstanding, is reappointed as the senior, or number one of the new list." Similarly, in each division of the railway, the titles master mechanic, division engineer, train master, traveling engineer, and chief dispatcher, disappear; and in their place are substituted a group of assistant superintendents, varying from one on a very small division, but normally six, again, "including the man previously *the* assistant superintendent, who, to avoid misunderstanding, is reappointed as the senior, or number one on the new list." "No distinct grade of senior or chief assistant is created in any unit." Normally, number one, the real senior, is "on the lid," as it is termed, at headquarters, and is excused from outside road duties.

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Ithaca Hall Description

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C.P.A. QUESTIONS *and* ANSWERS

By R. J. Bennett, C. P. A.

Branch House Accounts

Question

THE Albany Wholesale Provision Company has a number of retail branches which are supplied with goods from the wholesale, but they keep their own sales ledgers, receive cash against ledger accounts, and pay in the whole of their cash every day to head office. They send out their own statements of account monthly. All wages and branch expenses are drawn by check from head office on the imprest system.

From the following particulars, supplied by the branches, compile each branch account in the head office books, and then incorporate the whole into one general trial balance and profit and loss account. Apart from the branch accounts themselves use only sufficient accounts to complete the double entry record:

	A.	B.	C.
Six months' sales to 30th June, 1912	$13,500	$13,000	$11,500
Returns from Customers	100	120	80
Allowance to Customers	25	20	30
Cash received on Ledger Accounts	11,900	12,000	10,000
Cash Sales	7,100	6,250	6,500
Stock at commencement	2,700	2,400	2,500
Stock at end	3,100	2,900	2,400
Debtors, Jan. 1, 1912	6,250	6,000	5,500
Debtors, June 30, 1912	7,650	6,810	6,890
Bad Debts	75	50	.....
Goods received from Wholesale, less returns	10,600	10,300	10,000
Rent and Taxes paid	400	350	375
Wages and Sundry Expenses	1,900	1,780	1,750

Answer and Comments

THERE are two general plans of handling the records of branch offices. Under one of them the accounts and records are all kept at the home office and daily reports sent in from each branch. The branches under this plan are purely selling agencies, while all collections are made from the home office. Duplicates of all sales invoices are sent in daily and are entered against the accounts of customers, with a corresponding credit to sales account or to the particular branch from whence it emanated. The branch managers are relieved of all details of record keeping, making collections and passing upon expense bills, thus enabling them to devote all of their energies to the sale of goods. The other plan requires that all records shall be kept at the branches, though complete reports are required at regular intervals—daily, weekly or monthly. All accounts are kept at the branches, and at suitable times the surplus cash is remitted to the home office. All merchandise may be sent out from the home office whenever needed by any of the branches, or it may even be purchased by them from nearby merchants. Sometimes transfers are made from one branch to another. I shall not go further into details at this time nor enter into a comparison of the two plans. They are both good, but no system, however well planned, can produce satisfactory results without capable, intelligent handling.

The second plan of account keeping, just referred to, is used in the question under consideration, with some modifications. Indeed any plan may be used that will produce the desired results and provide all of the information required. Goods sent from the home office are charged to the branch and credited to merchandise or to consigned goods, or even to sales account. Either the cost or the selling price is used for billing goods to the branches, but the plan adopted will govern the manner of adjusting the accounts when closing the books. Cash or other property sent to the branches is likewise charged up as in the case of merchandise. A corresponding entry is required at the branch for the receipt of anything from the home office, charging the appropriate account and crediting the home office account. Remittances to the home offices are charged to it. Upon arrival at the home office they are credited to the branch office account of the particular branch from which sent. It will be seen that all cash is turned over daily to the home office and that expenses and wages are paid by cash sent from the home office on the "imprest" plan. A small supply of cash is usually kept on hand at the branch for petty payments, while large payments are made direct from the home office. When the supply of petty cash is exhausted a requisition is made on the head office for replenishment. Detailed reports of petty cash disbursements are re-

quired to be sent when a replenishment of the funds is asked for. A study of the accompanying combined trial balance should be made in connection with the data submitted in the question, as this will give a better view of the accounts as they stand on the branch and home office books. The relationship existing between home office and branches should be noted carefully. Much more might be written on branch office accounts, but this short explanation in conjunction with the accompanying statements and accounts should provide considerable food for thought.

Ledger Accounts in Home Office Books:

BRANCH HOUSE ACCOUNTS

Branch A Account

1912					1912
Jan. 1	Mdse. Inv. Jan. 1, 1912.....	$2,700	$11,900	Cash on Ledger Acct. to	June 30
" "	Accts. Rec. Jan. 1, 1912.....	6,250	7,100	Cash on Sales to	" "
Jun. 30	Mdse. Shipped Jan. 1st to June 30th, 1912	10,600	3,100	Mdse. Inventory	" "
			7,650	Accts. Rec. Bal.	
	Rent & Taxes to June 30, '12..	400			
	Wages & Sundry Expenses....	1,900			
Jun. 30	Net Gain	7,900			
		$29,750	$29,750		
July 1	Mdse. Inv. down.....	3,100			
	Accts. Rec. Balance.....	7,650			

Branch B Account

1912					1912
Jan. 1	Mdse. Inv. Jan. 1, 1912.....	$2,400	$12,000	Cash on Ledger Acct. to	June 30
" "	Accts. Rec. Jan. 1, 1912.....	6,000	6,250	Cash on Sales to	" "
Jun. 30	Mdse. shipped from Jan. 1 to June 30, 1912.....	10,300	2,900	Mdse. Inventory	" "
" "	Rent & Taxes to June 30, '12..	350	6,810	Accts. Rec. Bal.	" "
" "	Wages & Sundry Expenses....	1,780			
	Net Gain	7,130			
		$27,960	$27,960		
July 1	Mdse. Inv. down.....	2,900			
" "	Accts. Rec. Balance.....	6,810			

Branch C Account

1912					1912
Jan. 1	Mdse. Inventory	$2,500	$10,000	Cash on Ledger Acct. to	June 30
" "	Accounts Receivable	5,500	6,500	Cash Sales to	" "
Jun. 30	Mdse. sent from Jan. 1 to June 30, 1912	10,000	2,400	Mdse. Inventory	" "
			6,890	Accts. Rec.	
" "	Six months' rent and taxes....	375			
" "	Wages and Sundry Expenses..	1,750			
	Net Gain	5,665			
		$25,790	$25,790		
July 1	Mdse. Inv. down.....	2,400			
" "	Accts. Rec. Balance.....	6,890			

Combined Trial Balance June 30, 1912

Showing the Ledger Accounts of the Home Office and Branches before closing books.

	Home Office		Branch A		Branch B		Branch C		Combined Accounts	
	Dr.	Cr.	Dr.	Cr.	Dr.	Cr.	Dr.	Cr.	Dr.	Cr.
Cash	$53,750	$6,555	$19,000	$19,000	$18,250	$18,250	$16,500	$16,500	$47,195	
Petty Cash .			2,300	2,300	2,130	2,130	2,125	2,125		
Branch A . .	21,850	19,000							2,850	
Branch B . .	20,830	18,250							2,580	
Branch C . .	20,125	16,500							3,625	
Capital . . .		25,350								$25,350
Customers .			7,650		6,810		6,890		21,350	
Bad Debts .			75		50				125	
Merchandise.			2,700		2,400		2,500		7,600	
Purchases . .	30,900								30,900	
Shipments . .		30,900	10,600		10,300		10,000		30,900	30,900
Sales				20,600		19,250		18,000		57,850
Returns . . .			100		120		80		300	
Allowances .			25		20		30		75	
Rent, etc. . .			400		350		375		1,125	
Expenses, etc.			1,900		1,780		1,750		5,430	
Home Office				2,850		2,580		3,625		9,055
Creditors . .		30,900								30,900
	147,455	147,455	44,750	44,750	42,210	42,210	40,250	40,250	154,055	154,055

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(Continued)

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MEN AND WOMEN WANTED for government jobs. $90.00 a month. Write for list of positions open. Franklin Institute Dept. G53, Rochester, N. Y.

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FREE ILLUSTRATED BOOK tells about over 360,000 protected positions in U. S. service. More than 40,000 vacancies every year. There is a big chance here for you, sure and generous pay, lifetime employment. Easy to get. Just ask for booklet A3. No obligation. Earl Hopkins, Washington, D. C.

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MOTION PICTURE PLAYS WANTED. You can write them. We teach you by mail. No experience needed. Big demand, good pay. Details free. Associated Motion Picture Schools, 684 Sheridan Rd., Chicago.

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C. L. PARKER, PATENT ATTORNEY, 992 G St., Washington, D. C. Inventors' Handbook, "Protecting, Exploiting and Selling Inventions," sent free upon request.

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PRINTING SPECIALS—Prepaid; 1,000 3x6 slips, $1; 1,000 imitation typewritten letters, $3.25; 1,000 6x9 circulars, $1.75; 1,000 white envelopes, $2. Best stock; send for prices. B. K. Miller, Co., Box 254, Muskegon, Mich.

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THE MAGAZINE OF WALL STREET,
252 U. S. Express Bldg., N. Y.

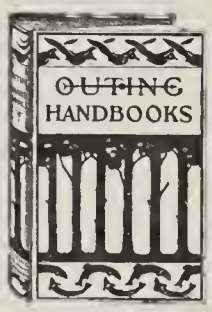
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OUTING MAGAZINE Yachting OUTING HANDBOOKS
141-145 WEST 36TH ST NEW YORK 122 S. MICHIGAN AVE. CHICAGO

Note.—The trial balance of the home office and each branch is shown. Only amounts are given in the question have been used, but in an actual case the head office accounts would contain additional accounts and details. Petty cash was received by each branch, as shown above, and immediately paid out as shown. The aggregate of petty cash is credited in general office cash account, as shown, and a charge to the respective branches, having been handled on the imprest plan.

Head Office Books
General Profit & Loss Account
For Six Months ended June 30, 1912.

Debits		
Inventory Jan. 1st		$ 7,600.00
Purchases		30,900.00
Returns		300.00
Allowances		75.00
Rent of Branches		1,125.00
Expense of Branches		5,430.00
Bad Debts		125.00
Net Gain		20,695.00
		$66,250.00
Credits		
Sales Branch A		$20,600.00
Sales Branch B		19,250.00
Sales Branch C		18,000.00
Inventories:		
Branch A	$3,100.00	
Branch B	2,900.00	
Branch C	2,400.00	
		8,400.00
		$66,250.00

June 30, 1912
Combined Balance Sheet
Showing condition of the Company, and the Ledgers of its Branches.

	Head Office	Branch A	Branch B	Branch C
Assets—				
Merchandise		$3,100	$2,900	$2,400
Customers		7,650	6,810	6,890
Cash	$47,195			
Branch A	10,750			
Branch B	9,710			
Branch C	9,290			
	$76,945	$10,750	$9,710	$9,290
Liabilities—				
Head Office		$10,750	$9,710	$9,290
Creditors for Goods Shipped	$30,900			
Capital	25,350			
Profit & Loss	20,695			
	$76,945	$10,750	$9,710	$9,290

Note.—The above balance sheet shows amounts after all adjustments have been made. $30,900.00, is left as still owing to creditors to complete balance, but there is no doubt that other items would be included. As will be seen by the combined trial balance, this consists of the goods shipped to the branches though originally purchased from creditors. They may have been purchased for a lower figure and some or all of them may have been settled, but the amount is left at $30,900.00 to complete balances.

WAYS AND MEANS

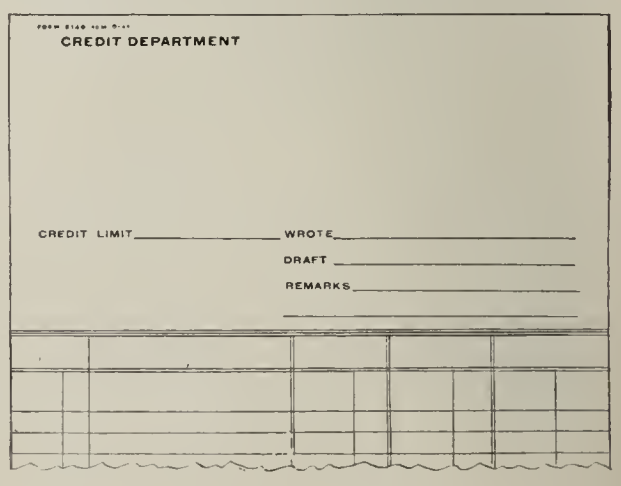
Practical Methods for Improving Business Routine—Short Cuts That Save Time and Effort, Lessen Costs and Multiply Profits

Keeping Customers Inside Credit Limits

IN A business where thousands of accounts are carried it is easy for credit to be given to customers in excess of their financial responsibility. One large manufacturing company uses a simple system that flags the bookkeeper's attention the moment an account reaches the danger point.

When a new account comes to the firm the credit manager investigates the firm's responsibility in the regular way and at that time decides on the limit of credit to be allowed to them. The bookkeeping department is advised by memorandum of this limit. This memorandum after being noted by the head bookkeeper is passed on to the ledger clerk, who immediately writes the firm's name and address at the head of a blank ledger sheet, and inserts it in the loose leaf ledger in the regular way. At this time he also writes in the upper right-hand corner of the sheet in large red ink figures the credit limit allowed the concern.

In entering up debits the bookkeepers are instructed to first look at the firm's credit limit before making entries. If it is found that the present entry will cause the credit limit to be passed or approached closely the bookkeeper has typewritten a special statement of the account, showing the date, items, debits, credits and balance. This statement is made out regardless of when the last regular statement was sent and a carbon copy is taken on the form illustrated. The statements are then passed on to the



All the Schemes That Work And Those That Don't In This Man's Game of Building Business

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LA SALLE EXTENSION UNIVERSITY
Dept. 1609 CHICAGO, ILL.

credit manager who writes a letter to the customer calling his attention to the fact that his credit limit has been reached and asking for a remittance.

To the carbon copy of this letter the credit manager attaches the carbon of the statement, fills in the notations called for at the top of the form and files it in a ticker a week or ten days ahead. If at the expiration of this period no remittance has been received another letter is sent to the customer stating that: "If we do not hear from you by ——— we shall conclude that you prefer us to collect by sight draft and shall draw on you accordingly." The date on which draft will be made is usually about five days ahead of the date of the letter.

This system has three advantages:

(1) It makes it impossible for a customer to exceed his credit limit.
(2) It is practically automatic in operation.
(3) It collects money without offending the customer.

A Labor Saving Discount Register

THE accompanying forms illustrate a Loose Leaf Discount Register used in a country bank. The forms are made in triplicate, each being a different color and numbered to correspond with the note which they register.

The Original is the Discount Register, the Duplicate the Notice to the maker, which is sent out when the note is due, and the Triplicate is the Note Tickler.

The Discount Register sheets are filed in a binder numerically until the note is paid, when they are placed in a transfer binder (also numerically), thus only showing in the current binder the notes which are unpaid, thereby facilitating the proving up of the Controlling Account.

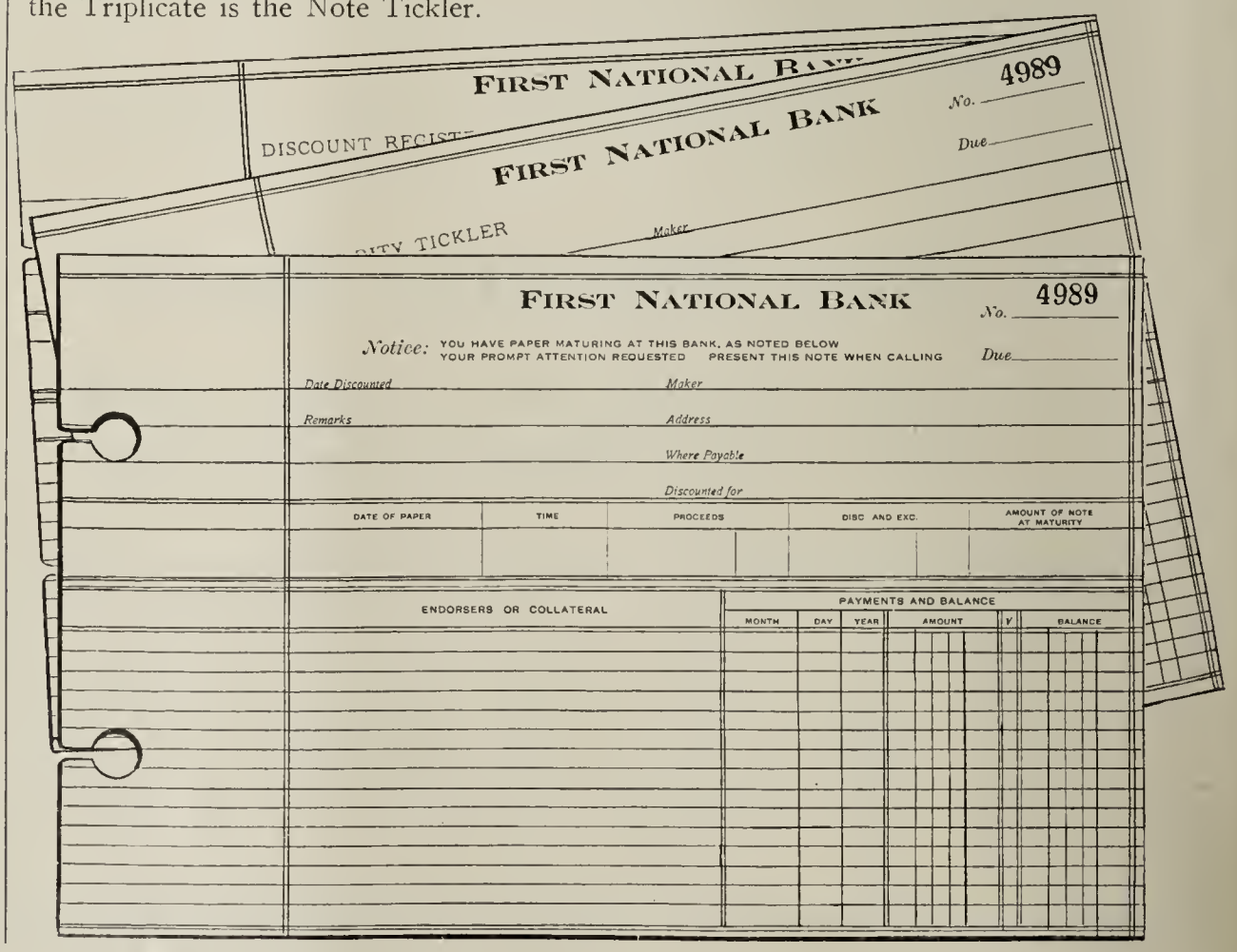
The notice to the maker and the tickler are filed in a binder according to the maturity of the note, this being consulted each day and the notices sent out for all notes due in the following three or five days, according to the custom of the bank.

A great deal of labor is saved by making all these records at one operation, and another good feature of the system is that when the maker receives his notice he has all of the details of the note, much more than would be given on an ordinary notice from a bank.

Featuring the Display for the Passerby

ON A BUSY corner where two car lines cross there is a fruit and candy store, with an entrance and display space on each street. One morning the proprietor got in a large consignment of melons in baskets, which he sorted out into two grades, one to sell at 35 cents a basket and the other at 25 cents. A pile of baskets of each grade was placed on sale on each side of the building.

As the day passed the proprietor noticed that at one entrance the 35-cent pile was



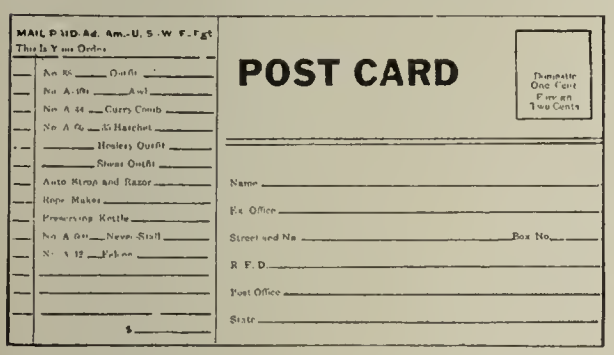
going rapidly, with little demand for the cheaper grade, while on the other side the situation was reversed, the sale of the 25-cent baskets being far in the lead.

Taking a little time to analyze the situation, he found that there was good reason for it. One street was traversed largely by business and professional men—men of sufficient income to enable them to purchase select stock. On this street the higher priced melons were in greater demand. The other street, however, had a majority of shop workers, small tradesmen and laborers in its human stream, to many of whom any melon was a luxury, and they naturally took the ones at the lower figure.

The proprietor felt that he had worked out for himself one of the principles of business success, as indeed he had. And thereafter he made a difference in his two displays, featuring select goods on one side of the building and low prices on the other.

A Valuable Customer—Notification Postal

A DAYTON manufacturing company which keeps hundreds of agents in the field finds that a form of acknowledgment which is a part of the invoice system is a great time-saver that aids in accuracy as well. The postcard portion of the system is three and one-eighth by five and one-half inches, of manilla stock, and is filled out and addressed from a carbon, the original being retained as an office record. On the left margin of the



post card, on the address side, is listed at the top the various methods of transportation—mail, express, freight, so that the mode of transportation can be indicated by a check mark. Follows, the statement, "This is Your Order," and eleven printed combinations and two blanks below provide ample space for listing any agent's order as it comes in. This card is dated at the point on the postal where the postmark will come, so that it gives the agent an opportunity to compare the two and figure out that a day or two may elapse between the making out of the order and the depositing of the card in the mail.

The reverse of this card bears an acknowledgment of receipt of remittance,

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Price $25

THE ROTOSPEED is a modern *labor*, *time* and *money* saving duplicating machine with practically unlimited use—It is a necessity to the progressive merchant and business man.

The owner of a ROTOSPEED can save—every day—numerous printer's bills by printing his announcements, personal selling letters, office forms, price fluctuation notices, etc.

In fact, printing in quantities anything you desire that is accomplished with pen, pencil and typewriter.

At a Cost of but 20c per Thousand

It is accurate, economical, efficient and simple—Your office boy can operate it.

EVIDENCE OF USERS

Has a record for absolute satisfaction—an abundance of voluntary testimonials received from users in every line of business—our booklet "A BUSINESS BOOSTER" will be mailed upon request together with a few copies of testimonials printed on the ROTOSPEED.

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W. FIFTH ST.
DAYTON, OHIO

The Ten Laws of Success

By JOHN R. MEADER
"Graham Hood"

HERE is a new publication by John R. Meader (Graham Hood) one of the foremost writers in America today. The articles he contributes each night to one of the foremost New York papers has caused widespread comment. Each chapter a book in itself—

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The Law of Initiative
The Law of Concentration
The Law of Attention
The Law of Faith
The Law of Self-Reliance
The Law of Courage
The Law of Economy
The Law of Temperance
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ADDRESSING FOLDING
MAIL ADVERTISING CAMPAIGNS DEVELOPED
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ST. LOUIS

Mr. Business Man,
Everywhere

Dear Sir:—

You can have an answer to the above question, if you will co-operate with other mercantile establishments, whom we have asked to make a return on the above subject.

To each one sending us the desired information, we will send a tabulated form showing the analyzed results from all sources, or if you prefer you can inspect the original returns which have been sent us.

By getting exact information as to the way incoming mail is handled in both large and small houses of various lines of business, the above question can be answered in an intelligent manner.

Won't you write us for the blank form of questions, and make a return of information that will be a direct benefit to you as well as other advertisers.

Yours for united effort,

Ross-Gould List & Letter Company,

President

P.S.- Our mailing lists are guaranteed 99%; better send for our list catalogue "A"

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TO one it means the knowledge to ably direct the business; to the other, opportunity and higher salary. My treatise is in pamphlet form, free from technicalities, a ready reference on any point on the subjects covered. Classifies accounts and gives the methods of handling financial records such as cash, sales, purchases, balance sheets, etc. Send one dollar and receive a copy. You will be more than pleased.

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Third Ave. & Lock St. CINCINNATI, OHIO

and in addition, two paragraphs addressed directly to agents who are in a "rush" to get remittances. Some agents, as is commonly known, no sooner put an order in the mail box than they begin to look for the goods. Frequently the letter is followed up within a day or two with a request to know "when the goods are going to be shipped."

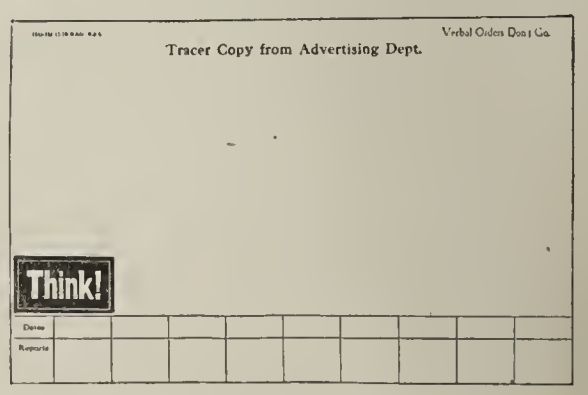
One of the paragraphs, designed to head off hasty inquiries, reads as follows:

"Agents would save a lot of useless correspondence and annoyance to themselves as well as to us if they would plan to send in their orders early and allow time enough to elapse for the order to come to them before writing to us, saying the order has not come to them. We receive hundreds of letters every day from persons complaining they have not received their orders. Our clerks are compelled to look these up and we find nine cases out of ten that the orders have already been shipped and are on the way together with a letter explaining how they are shipped, when shipped, and answering their correspondence in full. So do not be in such a hurry to write us but wait until the proper time has elapsed for the goods to reach you, then if they do not come in a reasonable time, write us and we will trace up the order. You will save yourself a lot of energy and time as well as saving a lot of annoyance to us, enabling us to answer all of your letters more promptly, if you will follow out these suggestions.

Handling Department Correspondence

IN ONE LARGE and highly efficient office there is a slogan among the executives and chief clerks which is religiously observed. "Verbal Orders Don't Go" are the words and they mean that for all instructions or memoranda to be conveyed from one person to another, a written note must be made.

This is generally made in duplicate or triplicate as may be required, and the original, which is typed on blue paper, goes to the person or persons addressed; the duplicate, which is typed on yellow paper, is sent to some clerk in the department who has charge of tracing all matters in transit,



while the triplicate is attached to the papers in the matter.

The slogan usually appears in the upper right-hand corner of the letter, while in the lower left is a big word, "THINK!" This word is very prominent in the vocabulary of this concern, and seems to have become a motto for individual effort. It is followed out in an effective way through the medium of the tracer, and nothing gets away from the watchful tracing clerks. Delinquents are quickly brought to time.

Losing to Win

A YOUNG man in charge of the collections of a firm which had a multitude of small accounts, recently made use of what a chess-player calls a gambit, or a deliberate sacrifice of one of his pieces for the sake of gaining some point of advantage and winning the game.

Naturally the accounts automatically divided themselves into prompt payers, chronically slow payers, and those who did not intend to pay at all. For the most part the accounts were too small to sue, and the only method of collection was by keeping everlastingly after them, which the young man did. But even at that there was a large number of them which seemed hopeless and apparently defied all his threats and persuasions.

One day, through an error, a statement was sent out to one of these apparently hopeless ones, reading: "Account in full, $4.00." It happened that this particular customer really owed $5.00, and when he received a bill for $4.00 he hastened to pay it in order to get a "paid in full" receipt. This gave the young man an idea. Now, before giving up an account as hopeless, he renders a bill against the man in which he seems to have lost sight of a portion of the amount and has gathered in quite a neat sum in this way.

A Handy Tag for Important Letters

TO AVOID scribbling over letters and papers in order to indicate where they are to go, from one desk to another, or from department to department, a convenient tag is used by one large concern. It is only 2½ by 3½ in size and is printed in red to draw attention to the fact that the papers to which it is attached are to be delivered post haste.

On the back of the tab at the upper left-hand corner is a small daub of gum about the size of a finger nail. When the tag is to be used, this is moistened and stuck on

Conservation *for* Policyholders Decisively Exemplified *in the* Postal Life Insurance Company

When you come to think it over—

It isn't necessary or advisable to deal with an agent when you want to arrange life insurance.

From first to last, the *agency* way costs you extra money.

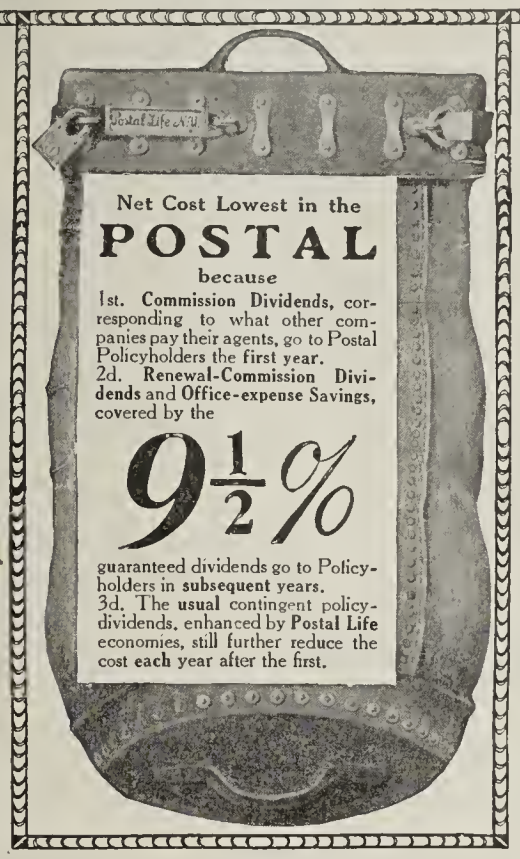
When you want to find out about a policy for any purpose—to protect the family, educate the young folks, for endowment, for business use—the rational way is to deal *direct* with the POSTAL LIFE.

You thus escape commissions, branch-office expense, collection fees and exactions by the various States; furthermore, you get full *official information* which is in *black and white* and binding on the Company.

The POSTAL LIFE INSURANCE COMPANY is the only American company that wholly eliminates agency expense: the result is *genuine conservation in life-insurance.*

The saving is *decisive* and *permanent*, making the net cost of your insurance in the POSTAL LIFE *lower than in any other company.*

It is always good business to cut out the middleman when you *can*, but you can't always do it.



In arranging a POSTAL Policy, you *can* cut him out and save money for yourself just as hundreds have done and are doing in constantly increasing numbers.

Why not write to the POSTAL?

It has ample capital and resources to meet every demand *now* and *in the future.* It is a *large* Company with more than $10,000,000 of assets.

It issues all standard forms of legal-reserve insurance, and all its policies are approved by the critical New York State Insurance Department.

ITS LIBERAL OPTIONS AND LARGE DIVIDENDS enable you, among other things, to add to the face of your Policy a larger amount of *paid-up insurance* than is possible in any other company.

ITS OPTIONAL PREMIUM PRIVILEGE gives you the right to deposit premiums monthly, quarterly, semi-annually or annually as desired and without consulting the Company.

It has policyholders in every State of the Union and in Canada, including Americans residing in foreign countries.

And these policyholders are its *friends:* they are *satisfied* and always speak good words for the Company when occasion serves.


Postal Life Building

Write at once and find out the exact sum the Company will save you at your age on any standard form of contract—Whole-life, Limited-Payment Life, Endowment or on a

Postal-Life Child's Welfare Policy

No agent will be sent to visit you: the POSTAL LIFE dispenses with agents. Call at the office or write for full official information. Simply say:

Mail me insurance-particulars as per advertisement in BUSINESS for November

In your letter be sure to give:

1. Your occupation. 2. The exact date of your birth.

Address

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The Only Non-Agency Company in America

WM R. MALONE, *President.*

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STRONG POSTAL POINTS

First: *Old-line legal-reserve insurance*---not fraternal or assessment.

Second: *Standard policy reserves*, now more than $10,000,000. *Insurance in force* more than $50,000,000.

Third: *Standard policy provisions*, approved by the State Insurance Department.

Fourth: Operates under *strict State requirements* and subject to the United States postal authorities.

Fifth: *High medical standards* in the selection of risks.

Sixth: *Policyholders' Health Bureau* arranges one free medical examination each year, if desired.

Without Door **$1.00** PER SECTION With Door **$1.75**

IT FITS ANY SPACE

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IT GROWS WITH YOUR LIBRARY.

SECTIONAL BOOKCASE



Endorsed "The Best" by Over Fifty Thousand Users

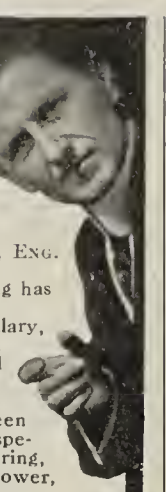
Made under our own patents, in our own factory, and the entire production is sold direct to the home and office. That is the reason we can offer them at such ***reasonable prices.*** Our Sectional Bookcases are the product of years of undivided attention to this one line of manufacture. Book sections have ***Non-Binding Disappearing Glass Doors,*** and are highly finished in SOLID GOLDEN OAK. Other styles and finishes at correspondingly low prices. WRITE FOR NEW CATALOGUE NO. 3.

THE C. J. LUNDSTROM MFG. CO., LITTLE FALLS, N. Y.

Manufacturers of Sectional Bookcases and Filing Cabinets.

Branch Office: Flatiron Building, New York City

Let Me Teach *YOU* How to Speak



One of Many Hundreds of Letters from All 'Round the World.

No. 10 Mary St., St. Pauls, Birmingham, Eng.

"The Kleiser Course in Public Speaking has enlarged my outlook generally.
"I have more confidence, a larger vocabulary, a quickened mentality, a better expression.
"I am sharper at weighing a subject up and in debate usually keep on top—one friend votes me an ugly customer to tackle.
"The lessons haven't dragged, palled, or been a bit wearisome. Your side-talks I have especially enjoyed; they are interesting and inspiring, and convey intellectual energy, magnetic power, and spiritual impulse.
"The lessons breathe purposeful and helpful advice, and must have cost you a vast amount of thought and time.
"The interest taken in the student is most painstaking, and reveals a thorough-going love service far transcending anything gold can pay for. I know my intellect and thought-life have been enriched by coming in touch with you."—WALTER WINWOOD.

Send for Free Book "Talking to Win"

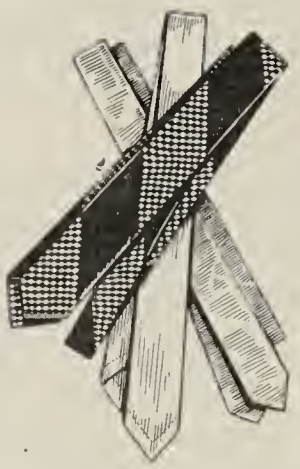
It Tells You how to

- Make Political and After-Dinner Speeches,
- Propose and Respond to Toasts,
- Address Board Meetings,
- Sell More Goods,
- Develop Power and Personality—by devoting 15 minutes a day to Kleiser's Mail Course.

It costs you nothing and a Postcard will do—but send to-day.

FUNK & WAGNALLS COMPANY, Dept. 546 NEW YORK

More Than a Million Men WILL READ THIS ADVERTISEMENT



Many thousands of whom will be interested enough to write for our new

Catalog of Men's High-grade Furnishings in colors

A work of art—the most beautiful catalog of men's wear ever published. Every article shown in natural colors—Neckwear, Gloves, Hosiery, Shirts, Reefers, Mufflers, Handkerchiefs. An absolutely matchless selection—all in colors—newest styles—newest effects—at prices that must prove a revelation to the purchaser.

Any article ordered that does not prove even more than satisfactory may be returned and money will be refunded at once.

No. 200—This beautiful Four-in-Hand Scarf, made from excellent quality soft silk in every conceivable color, plain and fancy, sent prepaid to any address in United States or Canada for 50c each. Add 5c to your remittance for insurance.

Newcomb-Endicott Company
Detroit, Mich.

SAVE YOUR BRAIN

Goldman's Handiest, Fastest, Cheapest
ARITHSTYLE ARITH-MACHINE
Carries automatically! Resets instantly!
Adds, Subtracts, Multiplies, Divides!
Portable, Durable, Reliable!
Shortcut Methods! Checking Systems!
Agents Wanted. Request Booklet.
Arithstyle Co. Suite 6, 118 E. 28th St. N.Y.



Read the great offer of COMMERCIAL LAW SIMPLIFIED On inside back cover

the top of the papers. This is much more quickly done than by the method of attaching a slip of paper to the letters. It is also much neater than scribbling over the sheets; and it also indicates in plain print where the papers were sent from. It is a labor saver and a good thing.

Please Hand

To Mr .....
From Advertising Department
Date .....

Steno-graphic Helps

EVEN THE most skilled stenographer will occasionally strike a wrong key. This, of course, necessitates an erasure which in the ordinary way can easily be detected. One stenographer who takes an unusual pride in her work discovered that by using a special soft eraser similar to that used by artists, an erasure not only of individual letters but of words can be made without marring an otherwise good appearance of the letter.

In cases where a soft eraser will not remove an impression made through a copying ribbon it is necessary to use a regular hard eraser. But even in such cases it is best to use the soft eraser first to remove the top ink surface and then the hard eraser to abrase the fibre of the paper. If the very hard eraser be used first there is a tendency to smudge the ink.

Typewritten letters, as a rule, do not reproduce well in printed matter. The reason for this is that the blurred effect of the ribbon imprint tends to make the letter difficult to read if it be reduced to any considerable extent. Perfect small size reproduction of typwritten letters can be obtained if the ribbon first be removed from the machine and the impression made through a new black carbon—the type striking directly on the carbon.

New Selling Plans for the Retailer

(Continued from Page 250.)

took some contracts that backed him up in putting on a novel potato sale. Neither the sale nor the advertising which announced it was unusual except in one particular. Everything was priced in terms of potatoes. Instead of advertising an article at $1.00 it was advertised at three bushels of potatoes, and so on. The same idea was carried out on the price tickets both in the store itself and in the show windows, and for once the humble tuber was made legal tender. Cars were in waiting at the village siding into which the potatoes were directly loaded so as to save transfer expenses, and the first day of the sale this little store was unable to handle the crowds.

The sale continued for two weeks, and was a source of profit to merchant and customers alike. The customers had no money, but they did have potatoes and plenty of them, so the merchant's novel scheme not only won him trade but the friendship of his customers as well.

Giving the Customers Their Choice

A HARDWARE dealer who for years had successfully worked the familiar plan of putting on sale each Saturday some one specialty in his line at a reduced price, greatly increased the interest in the plan by a simple expedient.

Customers were given prepared slips and asked to vote upon special articles they would like to have included in the sales. The article that got the majority vote was given the preference for the next sale.

It is selling ideas such as these that mark the difference between the old time storekeeper who simply stocked the goods and waited for the buyer to give his order and the present day merchant who continually shows new numbers on his merchandising stage to keep up interest and sales. Frequently, too, it marks just the difference between a store that pays a good profit and one that merely pays a good profit and one that is on the down hill road to a bankruptcy court.

How I Saved $20,000 in One Year

(Continued from Page 242.)

In our Ad Mailing Department, which looks after the Follow-Up Advertising records, economy and efficiency was obtained by substituting cabinets of the flat, high desk, style for the old style vertical file cabinets. Each cabinet of the vertical file held 27,000 cards, 3x5 inches in size, and the entire section held about 200,000 cards. But the reference capacity; or the number of clerks who could consult the cards at the same time, was very limited. They were referred to constantly by a number of clerks, and the congestion, due to the method of using drawers one above

another, made the system expensive and inefficient. When one drawer was opened it automatically tied up the cards in all the other drawers of the cabinet to the number of 22,500. Much time was lost every day by some clerks having to wait until others then using the file were through with their work.

Under the present system, as shown in the other illustration, it will be observed that there is absolutely no congestion. Where one clerk under the old system blocked 27,000 cards, five clerks can now work upon the same number of cards, thus increasing the efficiency five to one. Originally seven clerks worked on 200,000 cards, whereas under the new arrangement four clerks handle 500,000 cards. It can be readily seen that a saving in time was effected as well as a decrease in the number of clerks. While the number of cards to be looked after increased 150 per cent the pay-roll decreased approximately $1,500 a year. Another thing you should take into consideration is, that while seven clerks originally looked after 200,000 cards, there are only four now working regularly at the cabinets, so that a number of other clerks whose duties require them to refer to the cards from time to time during the day, can work at the files without hindrance or annoyance.

The new double desk file cabinet, is of convenient height, six by eight feet in size, each side being divided into sixteen compartments. Each of these compartments hold about 2,000 cards, 3x5 inches in size. A clerk working at the file thus has about 30,000 cards directly before her, and they are in such position that the work of finding the particular cards wanted and recording the new data thereon, is greatly facilitated. The files are provided with removable covers in the form of thin boards of polished hard wood, so fitted that one or two are left in place when the file is opened. These boards may be slipped to one side or the other to serve as a writing surface. At close of a day's work the extra boards are put back in place entirely covering the cards and protecting them from dust.

The arrangement of the file is simplicity itself. The index cards shown at the head of each compartment indicate the "agency," of which there are sixty-eight in the whole file. The section devoted to each agency is then subdivided into "towns," and indicated by red guide cards. Between these guide cards the individual cards are filed in alphabetical order, the division of each letter being indicated by tabs.



Hall Caine's New Serial

More Standard Oil Letters

In the November Hearst's Magazine the plain truth is unveiled in the interest of better government. The "hand-in-hand" methods existing between Standard Oil and officials in Congress are clearly disclosed.

Letters written in black and white by the guilty are reproduced without regard to whom the truth hits. There are startling truths about Roosevelt, Archbold, Penrose, Senators and Judges. You will be interested in knowing these things—and surprised, perhaps—to learn the facts. The coupon below will bring them to you with the great serial.

"The Woman Thou Gavest Me"

By Hall Caine—the work of a master. It's the story of Mary sacrified as a young girl to the social ambitions of a reckless father. But not willing to have her own life wrecked, as her good mother's was, Mary sees the truth at last and rebels against a marriage custom that requires such slavish servitude.

In the very first chapter you will be fascinated by the life story of this beautiful young girl. You will begin to love her—and want to follow her to the end of the journey. Hall Caine has written a great novel in "The Woman Thou Gavest Me." The below trial coupon saves you 45%.

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Enclosed find 25 cents for 3 months' trial subscription to your magazine.

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Address ----------

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AN urgent need for a really authoritative and complete work which could be used as a text-book on accounting has long been felt. This need is supplied in the work here mentioned. No expense has been spared to make this work do justice to its name—it is a real 20th century production. Obsolete methods and practices have been entirely eliminated and as a result the work really represents modern business practice.

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Profusely illustrated by forms of every character. An ideal work for both student and teacher, as well as an invaluable reference work for the practical accountant. Corporation accounting is given in its pages the important place it deserves. No more complete work of the sort has ever been published. Send for a copy today. PRICE $3.00

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Horsford's Acid Phosphate is especially recommended for the restoration of energy and vitality, the relief of mental and nervous exhaustion, impaired digestion or appetite.

HORSFORD'S Acid Phosphate

(Non-Alcoholic)

Is a scientific and carefully prepared preparation of the phosphates, and has been found a most valuable general Tonic.

A teaspoonful added to a glass of cold water, with sugar, makes a delicious and wholesome beverage.

If your druggist can't supply you send 25 cents to RUMFORD CHEMICAL WORKS, Providence, R. I. for trial size bottle, postage paid.

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REG. U.S. PAT. OFF.



Look for Trade Mark on the Label

We manufacture Loose Leaf Accounting Forms, Binders, Files, Ledgers and Price Books.

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YOU LIKE TO GO
CAMPING !—

Then surely you will enjoy The NATIONAL SPORTSMAN magazine, with its 160 richly illustrated pages, full to overflowing with interesting stories and valuable information about guns, fishing tackle, camp outfits,—the best places to go for fish and game, and a thousand and one valuable "How to" hints for sportsmen. THE NATIONAL SPORTSMAN is just like a big camp fire in the woods where thousands of good fellows gather once a month and spin stirring yarns about their experiences with rod, dog, rifle and gun. Think of it,—twelve round trips to the woods for a $1.00 bill.

Special Trial Offer !

Just to show you what it's like, we will send you The National Sportsman magazine for three months and your choice of a handsome National Sportsman Brotherhood emblem in the form of a Lapel Button, a Scarf Pin, or a Watch Fob, as here shown, on receipt of 25c. in stamps or coin.

Don't delay,—join our great big Hunting, Fishing, Camping, Nature-loving NATIONAL SPORTSMAN BROTHERHOOD to-day.

NATIONAL SPORTSMAN MAGAZINE,
42 Federal Street BOSTON, MASS.

Half a Billion Dollars in Business Chances

(Continued from Page 244.)

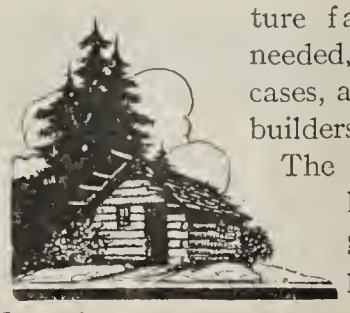
The business and industrial aspect of the question, however, is of greatest interest. In the United States the average distance between cities of 5,000 or more population is approximately but twenty-nine miles. It follows, therefore, that this new country which the railroads are opening is destined to support a large number of prosperous and thriving cities, to say nothing of the towns. The largest of these, no doubt, will be situated at the junctions of the smaller rivers with the Fraser and Nechaco. There is where great opportunities lie for the building of the future business centers.

But let us suppose that only fifty towns, in all, are created as a result of this new railroad. Let us say that only one hundred places of business—stores, shops and factories—will be needed and supported by each. That's a low estimate, but we want to be conservative and look at the minimum side of the question. It follows even then, that these new towns will create tangible and definite openings for five thousand business establishments. In other words, ground-floor chances to that number will be placed before the people in the next few years who are big enough and far seeing enough to grasp them.

Openings for Every Desirable Industry

LET US analyze more closely, however, the scope of these opportunities. Each new town established will need, from the beginning, general stores, drug stores, grocery stores, shoe stores, restaurants, hotels, pool and billiard rooms, barber shops, blacksmith shops, dealers in farm implements, lumbermen's and miner's supplies, hardware stores, bakeries, and harness and leather stores. They will need also physicians, lawyers and dentists. Some will support newspapers and semi-public industries, while in others men in special lines will be in demand—electricians, plumbers, saw mill workers, mechanics, engineers, carpenters and contractors.

In the way of factories the natural products and deposits of the district will call for sash and door factories, pottery, brick and tile plants, sawmills and farm implement makers. In many, wagon and furniture factories will be needed, while in a few cases, at least, freight car builders will do well.



The same story that lies behind the growth and prosperity of Edmonton, Regina, Calgary, Saskatoon and Brandon will be repeated again and the towns that are but mere penciled dots on the map today will contain the same sort of busy stores and shops and factories that two-year old Edson and year-old Mirror are supporting at present. They will have the same advantages that these towns had with the added value of being on direct line, as logical shipping centers, to the markets of the world.



In proof of these facts let us take Fort George, a small town already situated on the Fraser River, as an example. Here, William Blair—coming a few years ago—opened a general merchandise store. From the first it was handsomely supported by the farmers already in the district and the result is that, today, Blair is forced to carry a stock of between $100,000 and $150,000 on his shelves. He has, in addition, four other stores in various towns and, incidentally, he is looking for more.

At Giscombe, also on the Fraser River, the same story has been repeated. Here may be found the general merchants Seebach and Huble. Eight years ago Huble was a carpenter in Chicago. Then, somehow, he saw his chance in Central British Columbia and, as he expressed it, "hit out for this country with more nerve than money." He settled in Giscombe and there, almost four hundred miles from the nearest railroad, he had the "brass" to start a general merchandising store. From the start, however, it was a huge success and it is the best sort of bet that the next time the Hubles come to Chicago they will "put up" at the Blackstone, just to see what its like.

It follows, however, from these examples that the demand and the wealth are there. All that is lacking is the railroad. That is why ten thousand men are at work between the Rockies and Prince Rupert laying track as fast as modern methods will permit in order to finish the last link in the Grand Trunk Pacific system. It is why also, on a conservative estimate, one hundred million dollars will be spent in railroad construction in British Columbia in the next five years.

It is now estimated that it will require another year or so to complete this road though to the coast. Meantime, however the Grand Trunk Pacific will follow its steel

with new towns. Already some of these future cities are being born. The surveyors are at work upon them, and its an interesting sight to watch.

Even the blue prints are a study in scientific town building—in the precision with which every detail is figured in. The streets have been made wide, space has been reserved for schools and public buildings, a park area has been set aside, and every advantage has been taken of the natural situation of the site toward the end that the towns might possess a compact business and an attractive residential section.

In many cases the plans are practically complete and will soon be sent to Victoria, the capital city of British Columbia, for government registration, after which a formal announcement will be made of the opening of the towns—and the rush of people will begin.

Here, again, however, the Grand Trunk Pacific steps in and guards the future of its towns. It early discovered that, in order to avoid the injurious speculation in real estate by irresponsible firms, it was best to handle the sale of the town lots through a selected firm, acting in the capacity of its authorized agents. After the announcement of the opening of the towns has been made, therefore, the townsite itself will be opened to the public in the same manner as Edson, Mirror, Prince Rupert and the other towns and cities built and backed by the railroad. The lots may be sold outright, by the "first come, first served" method, or they may be sold at public auction as in the case of Mirror, where $250,000 worth of lots were sold as fast as the auctioneer could call them off.

But, whatever method is followed, the Grand Trunk Pacific will watch over the transaction with fatherly interest because it is well known that desirable citizens make or break a town and consequently the railroad uses every precaution in securing them.

Long before the sale, however, these new towns will begin to sit up and show life, for—strange as it is—the biggest banks of Canada will open branches at once, in temporary tents, in order to make sure of the future business of the cities-to-be. Temporary business houses also will spring up in order that the business of the town may be transacted quickly and efficiently.

All in all the business of town building is the most interesting business of which it is possible to conceive—particularly in British Columbia where, in the next few years, a half billion dollars' worth of tangible business chances will be thrown open to the Wanamakers, the Fields, the Westinghouses, the McCormicks and the Goulds of the future cities of the last great west.

The Bookkeeping Machine

The Bookkeeping Machine does the work twice as fast as it can be done by hand.

The Bookkeeping Machine does better work than can be done by hand.

The Bookkeeping Machine extends the balance on each account after every posting, instead of the old-fashioned hand way of computing balances at the end of the month.

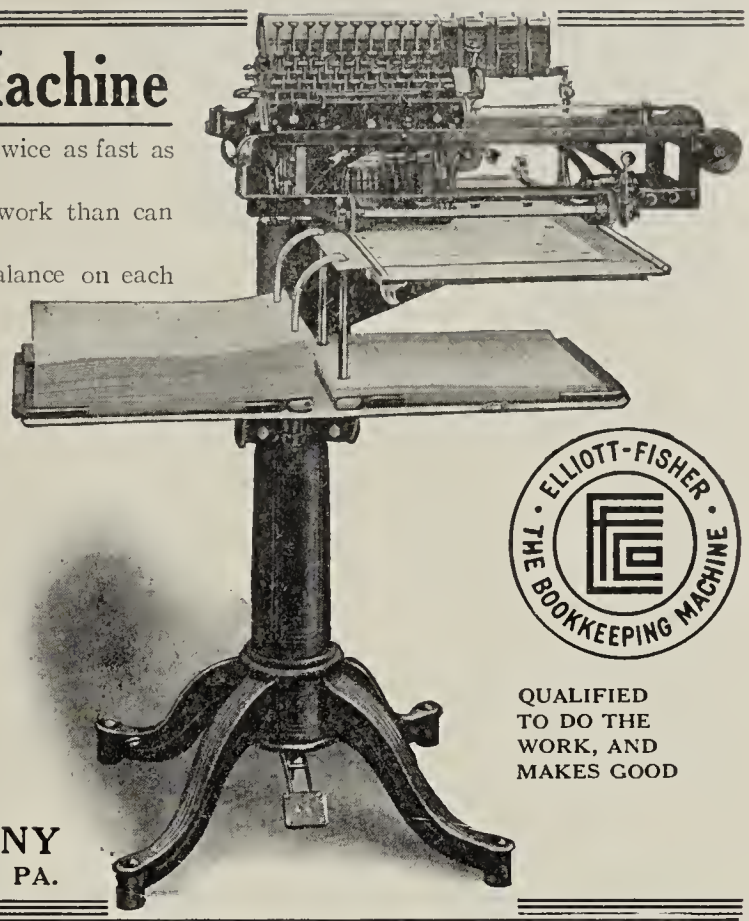
The Bookkeeping Machine proves the accuracy of the work, at one operation, as it goes along and provides a Proven (trial) Balance daily, while the best hand bookkeeper must hunt for mistakes at the end of the month unless he does a lot of useless checking over good work all month long.

The Bookkeeping Machine produces machine written records—uniform, distinct, legible and indelible.

The Bookkeeping Machine eliminates brain fag worry and overwork in the accounting department and "the man in charge" gets "the figures" promptly.

The Bookkeeping Machine delivers promptly the results that are wanted from every accounting department.

You ought to know about this simple machine that produces marvelous results. Send your name and address for particulars and a copy of that new illustrated magazine, Bookkeeping To-day.



QUALIFIED TO DO THE WORK, AND MAKES GOOD

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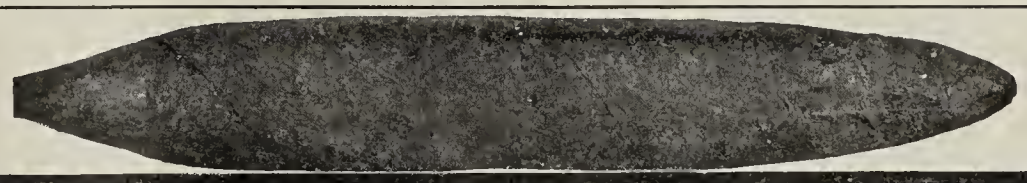
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In our Senator at $6.50 a hundred—or just 6½c a piece—you get all the flavor, fragrance and aroma of the best Havana cigar sold for 15c or 20c. Fresh from the bench as you get it from us, it is certainly better than the average 10c Havana. The mild aroma of a fresh Havana is due to the presence of certain volatile oils distilled by the sun in the soil in which the tobacco is grown. These oils disappear in the ordinary handling of commerce, and no humidor can give them back to you. That is the difference between our fresh cigars and the artificially moistened cigars that you buy in stores.

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Think of it, $2.00 per hundred
Quantity prices upon request
Send today for a sample

M. E. WHEAT
116 McLean Ave., Detroit, Michigan

Centralized Banking Our Only Salvation

(Continued from Page 246.)

Under our present banking system panics are inevitable. At the first sign of financial distress the thousands of individual banks instead of uniting and fighting the situation, destroy each other by clamoring for reserve money. It is human nature, self preservation, bound to occur under any but a centralized banking system. If a panic starts in New York, other cities, instead of pouring funds into the metropolis to relieve the situation try to draw away what money they have there. Under the National Reserve system with its method of co-operation between banks their resources would be used to stamp out panics. Suppose that the association had existed in 1907 it would have thrown $100,000,000 into New York at the first sign of distress and the panic would have been put out instantly.

Furthermore, as things are today, our currency is all wrong. It is not adapted to the needs of business. Under a proper system the volume of money in circulation increases as business increases and contracts as business contracts. Yet, in this country the needs of business have had very little to do with the issue of bank notes. It is absurd the way our volume was increased between 1892 and 1897. At that time business was almost at a standstill. Furthermore, if you care to go into the matter you will find that for every business boom our volume of bank notes has decreased. That is because the value of our notes depends upon the price of government bonds instead of upon the needs of business. Fifty years ago the nations of Europe realized this and changed their banking and currency systems. All of them adopted the principle of centralization of the cash reserve of banks. In this country during the last fifty years our banking business has grown to tremendous proportions. Yet our banking laws are the same substantially as they were during the Civil War. A multitude of widely scattered banks issue notes, blind to business conditions. Their reserves are scattered. If there is any central fund it is in the Treasury Department, when that has a large surplus or in some of the great banks of New York City. That they are utterly unqualified to perform the functions of a Central Bank when emergency arrives has been proven. They always have broken down and always will.

What they need is leadership; leadership under regulation of the law; leadership which will be held responsible to the people for the conduct of their business, public and in the open.

Let me show you why this leadership is necessary. Suppose I am the president of a country bank four hundred miles from New York City. I am a successful merchant. I have the confidence of the community. I am honest, know the credit of the people, know my bank can loan out money and get it back safely. How can I look ahead for six months and determine the policy of my bank? Shall I loan out the $50,000 I have on hand or in fear of some financial storm shall I put it away in the vaults? If I do put it away and if ten thousand other bank presidents put away their surplus in the vaults, they bring about the very storm that they fear. I need leadership. To whom shall I look for the signs of the times?

Suppose I face a problem similar to that of only two summers ago. Then it was known throughout the country that the loans, especially of the Western banks, were badly distended; that there had been much speculation in land. There was a crop of more than $8,000,000,000 to be moved. Where would the money and the credit to move it come from? What should the banks do? Should they lock up their money so that they would have it if they had to use it? That would mean the destruction of business, the inability to move the crops in the fall, the bringing on of the very financial trouble they were trying to avoid. Whereas they had in mind merely to protect themselves. To whom should they look for advice? If they wrote to their banker in New York or Chicago, how could they be sure that his advice would be disinterested?

The National Reserve Association would give this leadership. It would be a beacon light, like the Bank of England is for the British Empire. It would give disinterested advice, not based on the desire to make money. It would give notice of impending trouble by raising interest rates, which would be the signal for business men to haul in sail. Furthermore, it would regulate the currency issue on scientific principles, so that the business man would not find money "tight" when it ought not to be. I believe that any intelligent business man who will study the plan of the National Reserve Association will admit that it is a plan under which money panics will be impossible, interest rates lower and more uniform, and political control impossible.

The National Reserve Association Our Financial Peril

(Continued from Page 246.)

Suppose you are a business man and own a big manufacturing plant that the controlling interests in the National Reserve Association desire. The way for them to destroy your credit and compel you to sell at their price is just as open and clear as their control of the agricultural situation. If they decide that your note is good any bank will be willing to take it. They will be able to discount it. If the association decides that your note is not good there is not a bank in this country that will lend you a dollar. The members wouldn't dare to and if the non-members did they would be put out of business in just the way that other banks would be sent to the wall.

Furthermore, the backers of the plan will tell you that the association is not permitted by law to buy, sell or loan upon stock exchange securities. That is very sweet and consoling. I cannot help thinking of a friend of mine who was commissioned by Wall street to get control of as many rural banks as he could. In his tour of the country he learned that the average deposits of such institutions were divided in this way—60% went to local needs and the balance was available for loans in New York. My friend was offered half the commission and profits that might come from handling this surplus. Now under the National Reserve the association would do the commercial business of the country and the thousands of small banks would send their money to New York or else buy bonds, the underwriting profits on which New York had taken. So Wall Street will get the people's money if he doesn't get the association money. All of which is a very excellent way of beating around the bush.

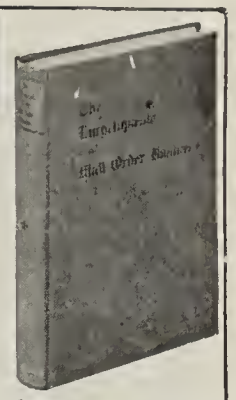
The panic in 1907 was started by the Clearing House of New York, selecting a day when the reserve of the city was exhausted to refuse to clear for the Oriental Bank. It was an independent bank and perfectly solvent, but objectionable; the interests wanted to get rid of it. These are the same interests that are behind the National Reserve Association.

Prevent panics? Why under the association plan it would be possible to make and unmake panics in all sections of the country, forcing solvent concerns to the wall and bringing more and more of them into the clutches of the octopus. That's one of the values of centralization, it makes things much easier. Every financial man knows these things, though they are difficult to prove. You cannot prove why the tides rise and fall, but you know they do. As things are today it is possible to finance enterprises in the country only upon the consent of the few people to control the big financial institutions. This is a dangerous power to be invested in so few men. Much more dangerous if given to one central body—the National Reserve Association.

Suppose there were three big companies in this country manufacturing sewing machines. They have bonds, and although they cannot sell them, they are used at the banks as collateral. The association is objecting to this sort of collateral until one of its big members delegates a man to consolidate two of the companies. The stock is now listed and loans on its bonds are made willingly. The third company does not go into the consolidation. It is doing a good business, and wanting to expand, needs more money. It cannot get it from the association. It has refused to go into the trust. Then another bank, an independent one, comes along and makes a loan on its bonds. Everything goes along all right until the day when the Clearing House notifies this independent bank to take the independent sewing machine company bonds out of its vaults before night. A hasty meeting of the directors is called, money is raised and the bonds are taken out. The credit of the sewing machine company is gone. It must go into the trust or go into bankruptcy. All this is possible under the National Reserve plan. So we may have the unique spectacle of the National Association driving independent concerns into the Trusts and the Department of Justice trying to pull them out.

In place of the National Reserve I would have a plan that would permit each locality to do its own business and conduct it so that local disaster would be prevented. I would have it so that each locality could have reserve enough to crush out all signs of panic that begin to show in that locality. Then there would be no national spreading of financial fires. There is money enough in this country and business is all right until New York goes wrong. Then the whole country goes wrong. If each locality were provided with facilities to take care of its own troubles then our financial troubles as a nation would be at an end. By centralizing everything in a National Reserve Association the situation is only aggravated. A financial peril is created.

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The CLEARING HOUSE

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Playing Up the Trade-Mark

IN A RECENT number of "Printers' Ink" Waldon Fawcett shows how numerous manufacturers obtain the maximum display for their trade-marks and at the same time avoid intruding upon the usefulness and appearance of the product.

It has come to be realized, he says, that certain trade-marks are characterized by what may perhaps be called creative advertising force. Unique and startling designs that instinctively impress the casual passer-by and coined words so ingenious as to arouse curiosity.

Such trade-marks kindle a certain amount of interest and curiosity even though they be not backed up by other advertising. But if a trade-mark is to be thus automatically drafted, on occasion, as a missionary of trade, it goes without saying that it is important that said trade-mark be effectively displayed. Indeed, it is conceivable that in the case of some lines of goods the placing of the trade-mark is of quite as much importance as the character of trade-mark selected.

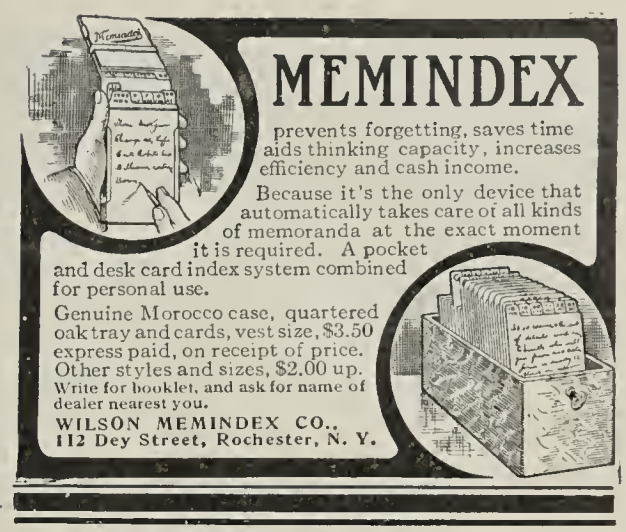
The United States statutes make few definite stipulations on this score beyond the requirement that an applicant in order to obtain registration of a trade-mark must file, with his application, at the U. S. Patent Office "a statement of the mode in which the same (trade-mark) is applied and affixed to goods." The Trade-Mark Division of the U. S. Patent Office therefore allows considerable latitude as to the manner of affixing and displaying trade-marks, but there are certain written or unwritten rules which sometimes result in prohibition when least expected. For instance, it is the general practice of the office that a trade-mark in its relation to the trade-marked article should be with it but not of it. That is, the trade-mark may be as intimately identified as you please with the goods concerned, but it should not be an integral part of such goods.

To illustrate how fine a line may be drawn in such decisions it may be cited that the trade-marks which appear as water-marks in paper are accounted acceptable and indeed ideal, they having no function in the utilization of paper as such. But, on the other hand, a manufacturer who sought to weave in his trade-mark as a part of the fundamental design of cloth or other material would be likely to encounter objection to the plan at the Patent Office.

In these days when the advertising value of the package is coming to be so highly esteemed, it behooves the manufacturer to bear in mind that a trade-mark must be merely an identifying mark and may not be a bottle, package, box, carton or other container. Lack of knowledge on this point has brought disappointment to a number of manufacturers who had evolved original trade-mark schemes. Some manufacturers, however, have resorted to very ingenious expedients. As a matter of fact, the character of some manufactured articles is such that a fertile brain is required to find a place on the product where the trade-mark will be in plain sight and yet will not detract from the appearance of the goods or interfere with the handling of the product.

But of all the examples of trade-mark display there is probably none more worthy of praise than that afforded by "Rub-Dry" wash cloths, because of the clever way in which a novelty has been evolved and made to serve a double purpose. In the case of these wash cloths the trade-mark is affixed in the form of a tab, by which the cloth can be hung on nail or hook in order to allow it to dry. Such a tab is a distinct convenience and a welcome addition to the wash cloth, although most people do not seem to have realized it before. And the Rub-Dry people, not content with killing two birds with one stone, have gone one better and utilized the reverse of this trade-mark tab in order to advertise the kindred product, Rub-Dry towels. Tags and tabs form, indeed, one of the standard mediums of trade-mark announcement, and the more conspicuously a trade-mark is affixed to a product the greater is the advertising value of the mark in that connection.

To go to the other extreme, we find some manufacturers who are all but compelled by circumstances to so place trade-marks that their advertising message will be read not only by the purchaser, but by he who runs. The shining example is afforded by the makers of rubber goods, and particularly the manufacturers of automobile tires. The light of the latter simply cannot be hidden under a bushel. The maximum of publicity is also afforded by the position of the trade-mark labels on the disc talking machine records of the Victor and Columbia



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Why They Are Read Dont You Use Them

The Classified Columns of BUSINESS
The Magazine for Office, Store and Factory

THESE are the little advertisements which bring the great big returns. If you have anything to advertise to the man in the office, store or factory, if you want help from some source, you can secure everything you want at the smallest possible cost through the classified columns of BUSINESS. Why not give them a try-out in the next issue? They more than pay for themselves.

Classified Rates on Application to BUSINESS, the magazine for office, store and factory

companies. The figure of the quizzical dog and the double musical notes—another splendid trade-mark—identify these respective products at a glance and without the necessity of reference to the accompanying printed matter.

Undoubtedly the responsibilities of trade-mark display sit most lightly on the shoulders of him whose trade-mark is the name of his product. No manufacturer who has the wisdom to trade-mark would put out an anonymous product, and if a name or title that has been registered as a trade-mark appears in any form in any location the requirements of the law and the conditions of advertising prestige have alike been satisfied.

It is important, however, that even in the case of a trade-mark name that has become a household word the line "Registered in U. S. Patent Office," or an abbreviation of same, shall always appear in conjunction with the mark. If this registration notice be missing the law provides that the owner cannot recover any damages in a suit for infringement, except on proof that the defendant was duly notified of infringement and continued the same after such notice. The law further stipulates that if by any reason of the size or character of the trade-mark, or because of the manner in which it is attached to the goods, the registration notice cannot be given in conjunction, it must be affixed in the form of a label to the package or receptacle containing the trade-marked article.

A National Capital Built to Order

AUSTRALIA is to follow America in having a made-to-order, carefully planned capital in a federal district, says *The Outlook,* and comes to this country for the plans. The Australian Constitution, adopted in 1900 by the Federation, provided for a new capital city, separate and distinct from any of the present cities of the several colonies, on a site to be selected within ten years. Early last year the engineers finally selected a locality in the federal district of some nine hundred square miles which the Parliament had cut out of New South Wales. A competition was then formulated under the auspices of the Department of Home Affairs, and invitations and information data sent to all parts of the world calling for ground plans for the proposed city, and such other descriptive and suggestive matter as competitors might include to convey an idea of the scheme for a city, including Capitol, university, military post, other public institutional buildings, and all the necessary structures to take care of the capital municipality, its industries and habitation. W. B. Griffin, of Chicago, won this

competition, which was world-wide in its scope, and received a prize of £1,750 ($8,750). He sent ground plans of the central part of the city proper, four miles square, drawings on contour maps provided by the Australian Government; smaller scale plans showing anticipated suburban extensions and the related features of the environment; sectional cuts in two directions through the city showing the elevation at very small scale of public and other buildings, and a perspective view from the top of one of the local mountains of the entire plan.

Stamping Machines to Replace Postage Stamps

IT IS to the credit of the New Zealand postal authorities, says a writer in the *American Review of Reviews,* that they are, unlike most government officials, always prepared to consider any means or inventions for saving time and labor. and the adoption of a local invention for postmarking letters was one of their first experiments.

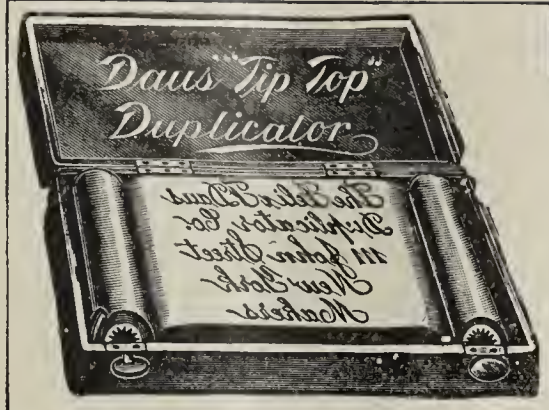
Some seven or eight years ago, a struggling mechanic suggested to the postal authorities that an automatic stamping machine would be a great boon to the business people, besides being an economy to the department. The postal authorities of all countries have long been on the lookout for some means of coping with the continuously increasing postal matter, and, while labor-saving machinery in the direction of mechanically postmarking letters in place of the old hand stamp had been invented, there was no practical suggestion in the direction of economy in the large expense of printing stamps, with all the necessary labor of issuing, checking, taking over, and balancing them.

The mechanic was therefore informed that if he could invent a machine that would automatically stamp letters, and there were sufficient safeguards against fraud, it would be given a trial.

The result was that a penny-in-the-slot machine was installed outside postoffices and at pillar boxes, etc. A few months' trial proved that, while it was a convenience, the accumulation of foreign coins, tokens, discs of lead, washers, etc., was fatal to its success and it was abandoned.

The next step was a coin-freed machine for use in offices. On the insertion of a sovereign, the mechanism of the machine was unlocked, and impressions of pence and half-pence, to the value of £1 could be obtained, when the machine automatically locked itself pending the insertion of another sovereign.

This proved itself such a convenience to



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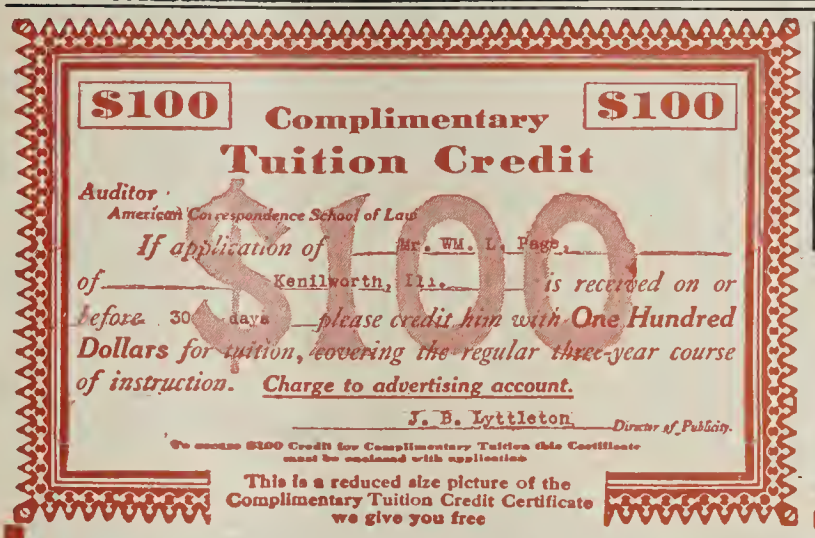
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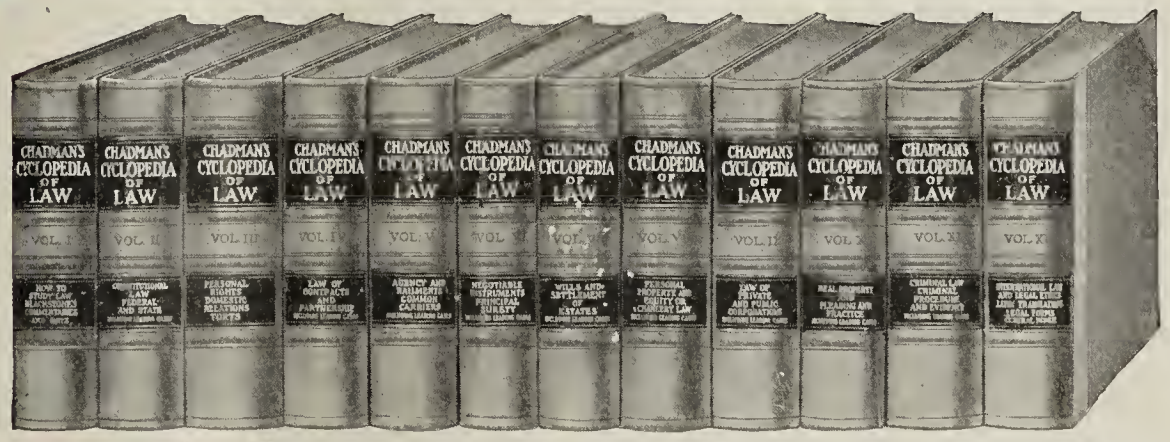
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business people that the idea naturally occurred to increase the number and value of the impressions given, and the machine then reached its third stage.

The new machine, on the insertion of a sovereign, would give impressions of one half-penny, one, two, three, four, five, and six pence until the sovereign was exhausted, when the machine closed automatically. So perfect were these machines, that, if the dial showed that nineteen shillings and ten pence had been used, and the user wanted to get a six-penny impression, the machine would give the impression, lock itself, and debit the four pence to the next sovereign.

This machine was given a good trial and was mechanically perfect, but the difficulty of control became apparent. The Department objected to its clerks handling so much cash when collecting, and there was a great danger of burglary. Commercially, it was not always satisfactory because it was found that occasionally the staff would have left the office, leaving a large quantity of postal matter, to find later that there was not sufficient impressions remaining in the machine, and the messenger or junior clerk had to find somebody with the wherewithal to recharge the machine.

These failures did not daunt either the inventor or the department and the outcome was the present machine, which has now been in general use in the Dominion for the past six years.

Unlike its predecessors, no coin is required to operate it.

It gives impressions of half-penny, one, three, and six pence and one shilling, and as each impression is made its value is automatically recorded on a set of dials at the top of the machine, which are plainly visible. The first dial records the number of pence and half-pence until one shilling is reached, when a record is made on the second dial, which registers up to twenty shillings, the £1 being transferred to the third dial, which in turn passes the record on to the fourth dial as soon as impressions to the value of £20 have been obtained. This dial records every £20 used, until £400 is reached. The total is then taken up by a toothed wheel, which is visible under a small round glass near the dials. This wheel records up to £4000, when the machine automatically resets at zero.

Profit Sharing Schemes in England

THE principle of profit sharing is not altogether new. In one form or another it has been in operation in France and England for several decades. In England where the movement has gained a strong foothold, there are a number of excellent examples of co-partnership organizations, as pointed out by John B. C. Kershaw in *The Engineering Magazine* for September. These schemes he describes as follows:

In the year 1889 the manager of the South Metropolitan Gas Co., a public company which shares with the Gas Light and Coke Co., the monopoly of London's gas supply, had some difficulties with the members of the Gas Workers' Union, employed in their works. This difference led to a strike, which at the time created much inconvenience in those districts of the Metropolis served with gas by the company, and was marked by serious disturbances and the intervention of the military. The most important and lasting effect of the dispute, however, was the inauguration of a scheme of profit-sharing by the firm, and the determination to make it succeed (in spite of



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Stop Forgetting!

There is no more reason for a bad memory than a flabby muscle. A good memory is an accomplishment—not a gift. Of course there are those unusual men who develop a powerful, retentive memory intuitively, but most minds must be trained to remember—trained by systematic exercise, just as you would exercise a muscle of the body to make it strong.

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I will make you master of your mind's ramifications instead of the victim of its disordered details.

Memory is the basis af all knowledge—the essence of all power. Resolved down to the elements it is thought—systematized. A bad memory means disorganized, disjointed thinking.

In these days of systematized effort and efficiency methods it is as inexcusable as a sloppy, littered desk. Imagine what a time you would have finding valuable papers or correspondence if you jumbled all these in a pile or flung them disregardless into a single box on your desk.

When you pile your thoughts haphazard into the file-box of Memory, don't expect to find them at a second's notice when you need them later on.

But a good memory is a storehouse where rich treasures of knowledge, thought and experience are gathered in orderly piles.

A good memory prompts accurate judgment and quick decision—means clarity of perception—concentration—develops self control and a direct line of thought.

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the opposition of the men's leaders) by dispensing with all unionist aid and by running the works with non-unionists labor. How successful this scheme has been, is proved by the fact that it is still in operation at all the works owned by the South Metropolitan Gas Company, and that 31 gas companies in the United Kingdom, representing 47 millions sterling ($235,000,000) of invested capital, have adopted this or a similar principle in the management of their works.

The South Metropolitan Gas Company's business, like that of all other public gas companies, has expanded enormously since the scheme was first adopted in 1889, and the company possesses now a capitalization of over £8,000,000 sterling ($40,000,000) and over 8,000 employees. All public gas companies in the United Kingdom, are granted their monopoly of supply, under a charter of incorporation which limits the interest that may be paid upon the ordinary share capital, and also regulates the relation between the price at which the gas is sold, and the percentage on share. If profits increase, the shareholders not only benefit but also the gas consumer—for if the dividends go up, the price of gas must come down. What the originators of this plan did was to bring the worker into this profit-sharing arrangement that already existed between the shareholders in the company and those who consumed the gas, and to arrange for the payment of a bonus or percentage on all salaries and wages, this percentage rising and falling, like the shareholders' dividends, with the variations in the price at which the gas was sold. One-half of the bonus was payable in cash to the worker; the other half was used for purchase of the ordinary shares of the company, on the open market. Each worker thus became a shareholder in the company, and when his holding was large enough, the shares that had hitherto stood in the names of trustees were transferred into his own name. Up to the end of 1910, the total amount paid to the workers under this scheme had been £505,674, or an average of £24,000 per year, and of this total £276,660 had been invested in the company's business, and (as the shares are above par) the workers' holding of shares in the undertaking is now valued at £332,000.

The bonus has varied between 3 per cent and 9¾ per cent on the annual salary or year's wages of each official or worker who qualifies to share in the distribution. The bonus for the year 1910 was at the rate of 8¼ per cent, and amounted to £41,327, gas being sold to the consumer at 2 shillings 2 pence per 1,000 cubic feet, or 11 pence under the basis. The average bonus in 1910 was thus slightly over £7 per man, 5,950 workers having participated in the bonus distribution. The secretary of the company reports that they have had no trouble with the stokers, or with the trades union officials since the scheme was inaugurated in 1889, thus bearing out Earl Grey's claim, that copartnership had converted this company's works into an oasis of peace and brotherhood.

The South Metropolitan Gas Co., and another of the gas companies practicing copartnership principles, have also appointed working men on their boards of directors; the intention being to increase the number of working men representatives on the boards, as the holding of shares by the workers increases in aggregate value. This is a most valuable feature of this system of payment, since it enables the men to place their views

and grievances at once, without the aid of any intermediary officials or agents, before the board of management.

Messrs. J. T. & J. Taylor, Ltd., have practiced copartnership principles at their woolen mills at Batley, near Leeds, since 1892. Though the present wave of industrial unrest in the United Kingdom has extended to their mills, and a dispute concerning price lists for certain classes of woolen goods recently disturbed the peaceful and happy relations which have existed for so long between Messrs. Taylor and their employees, this dispute must not be allowed to blind one to the advantages of copartnership, or to the fact that for twenty-one years the scheme has worked successfully in this industry. The basis of Messrs. Taylor's scheme is that the surplus profits which remain each year, after paying 5 per cent and the usual charges for depreciation, etc., shall be equally divided between capital and labor. The share of the latter is calculated upon the year's earnings in the shape of salary or wages, and is paid in the form of shares. A double bonus is given to those employees, not less than twenty-one years of age, who have been with the firm not less than five years, and own shares in the business equal to half a year's wages. The bonus is not paid in cash, but is given in the form of fully-paid shares in the company, which receive cash dividends as and when such dividends are declared.

Soon after the scheme was formulated, the woolen trade of Yorkshire experienced a decided set-back, and in the years 1897 and 1898 the firm of Messrs. J. T. & J. Taylor, Ltd., had no surplus profits to divide. That the scheme survived this trying period is a proof of its soundness and of the good sense of the workpeople. The number of shareholders in the company is 1,046, more than 1,000 of whom are employees of the firm. The secretary of the company reported last year that the traditionally good relations between the management of the firm and its employees have been confirmed by the existence of the profit-sharing scheme, and that their relations with the trades-union officials had also been friendly.

William P. Hartley, Ltd., is a well-known firm of jam manufacturers, with works at Aintree, near Liverpool, and also near London. The profit-sharing scheme of this firm was inaugurated in 1885, and has therefore been in operation twenty-seven years. The basis of the scheme differs from the two previous ones, in that the total amount distributed each year, also the share of each participant, is determined personally by the founder and present head of the firm, Sir William P. Hartley. The share of each worker takes the form of a cash bonus, presented by the head of the firm, at the annual gathering of the employees held just after Christmas.

Another scheme of profit-sharing practiced in a somewhat similar manufacture, namely, that of sweets and confectionery, was started by the firm of C. N. & Co., in the year 1890. The factory owned by this company is situated near London, and in the busiest season of the year 3,000 workpeople, chiefly women and girls, are employed. The profit-sharing scheme is based upon the equal division between capital and labor of the surplus profits that remain over each year, after payment of 6 per cent interest on the ordinary shares of the company. A portion only of labor's share is paid in cash; the remainder is invested as a provident fund, from which payments are made in cases of sickness, accident, and death.



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TRANSACTING BUSINESS *at the* WHITE HOUSE

Some Features of the Administrative and Clerical Work Rooms at the White House Which Render Its "Inside" Methods More or Less Instructive to all Business Men

By Waldon Fawcett

NEVER was there a business office where the machinery,—human and mechanical,—was more completely hidden or where a more noiseless office routine prevails than in the headquarters of our national Executive.

Much has been printed in recent years regarding the superficial phases of the White House; its simple dignity; its unostentatious office system; and the atmosphere of democracy which contrasts so sharply with that at the administrative headquarters of most foreign governments. But, even in this connection, comparatively little has been said regarding the Presidential office equipment and those details of everyday routine which should be interesting as enabling the practical business man to compare these methods with his own.

The very absence of ostentation in the conduct of the Presidential business may attract some conservative men of affairs, but probably the prestige of the Executive establishment as a model of its kind rests chiefly on the circumstance that nowhere else in the world, possibly, is so large a volume of mail handled and so great a number of callers received by so small an office force, nor so heavy a volume of business transacted in such limited quarters. The total business staff, including ushers, messengers, etc., numbers little more than forty, whereas, the clerical and secretarial contingent will not total two dozen. As for working quarters, the modest one-story office building,—the "annex" to the White House erected on the initiative of President Roosevelt and doubled in size by President Taft,—does not represent in aggregate floor space a fraction of the area occupied by many a large corporation that pre-empts one or more floors of a modern skyscraper.

Handling the mail is not only one of the heaviest responsibilities of business transaction at the White House, but it is also the most difficult of execution owing to the wide fluctuation in the volume of daily mail. Almost every business man realizes the perplexities of marketing a line, the inquiries and orders for which rise and fall spasmodically at different seasons, but it is doubtful if there is any business other than that of the President where the incoming mail varies tremendously from day to day and where a flood of letters may be precipitated literally without warning. To add to the burdens of the correspondence department there is the rule that every letter addressed to the President shall be acknowledged from the White House even though the subject involved is one within the jurisdiction of some government department to which the original letter of inquiry has



There are dozens of callers each day who insist upon seeing the President in person and whose position, influence, social or political connection makes it impossible to deny the request.

been duly referred. Moreover, there is a rule also to the effect that every letter received at the White House shall be answered within twenty-four hours unless exceptional circumstances make this impossible.

This policy of promptness taxes the resources of the White House business establishment when, as sometimes happens, the daily receipts jump to 1,000 letters or more. It is only fair to say, however, that such circumstances are exceptional, although many newspaper readers have been led to believe that the President received at least a thousand letters every day of his occupancy of the office. As a matter of fact, there are weeks at a stretch when, under normal conditions, the daily mail will seldom exceed 200 letters and the average for long intervals during the present administration has been in the neighborhood of 350 letters per day. But, as has been said, this normal volume may be quickly changed to the abnormal. The appearance of some new national issue, an international crisis, an important declaration of policy by the President, a proposal of new legislation or any one of a number of turns of affairs is likely to bring down upon the White House an avalanche of letters of inquiry, advice, commendation and criticism.

Needless to say, the President sees but a fraction of these letters, and he replies personally to only a limited number,—not more than 10 per cent of the total, even in the case of the present Executive, who dictates answers to more letters than have most of his predecessors. The winnowing process to which the letters are subjected is rather interesting. It starts with the mail clerk who opens all incoming letters, except the very few missives which, in accordance with a prearranged plan, bear upon the envelopes autograph initials or other insignia which serve as secret "passwords" indicating that these particular letters are to pass to the hands of the President unopened.

For the response to a considerable portion of the letters received, the mail clerk is able to arrange without troubling the President or his secretaries. Among the correspondence taken out by this first sifting process there may be cited all those inquiries on any subject which may be prominently in the public mind and to which the White House makes a more or less stereotyped response. Or, similarly, the mail clerk can take care of letters which he realizes are to be answered just as were similar letters received from other sources a month or a year before. All this will suggest to the practical business man "form letter" work, and yet, as a matter of fact, the White House makes very little use of what is commonly known as the form letter. Not only is the filled-in form letter unknown in White House practice, but even in the case of letters of reply which duplicate one another in general purport every effort is made to vary the phraseology and give each letter as much individuality as possible. Incidentally it may be mentioned that letter signature by proxy or the rubber stamp method is unknown at the White House. Every person who receives a letter bearing the signature of the President can rest assured that the Chief Magistrate personally penned the name.

Letters which cannot be handled by the White House mail clerk on his own responsibility are passed on to the Secretary to the President or one of the two Assistant Secretaries. The apportionment of the mail among these three aids is governed not by their relative rank, but rather by a system whereby it is sought to have each subject of general correspondence handled in all cases by the secretary who has specialized on that particular matter. Under this plan, for example, one secretary is entrusted with all the arrangements for an extensive tour by the President, while another may be charged with the compilation of the data needed by the Chief Executive for the preparation of a special message to Congress.

It is only an occasional letter that the Secretary to the President cannot dispose of without consulting his chief. Those communications which do seem to merit the personal attention of the Chief Executive he has ready for the President the first thing each morning,—an early morning hour being the time set aside by the President for disposing of the mail. Pinned to each letter that is laid on the President's desk is a typewritten memorandum giving the synopsis of previous correspondence or any facts in the matter that might be desirable to aid the President in framing a reply. The President may dispose of a letter that requires his personal attention by dictating a reply or, as is more often the case, he may return all the papers in the case to his Secretary with a penciled notation that will guide the Secretary in framing a reply in accordance with the President's wishes. And just here, appropos the higher estimate that in business circles is not being placed on autograph letters from "the head of the house" it may be mentioned that all of our recent Presidents have made it a frequent practice to write in long-hand letters in which it was desired to emphasize the importance of the subject or to infuse the personal equation.

Six stenographers are kept busy typing the letters dictated by the President, his secretaries and mail clerk, and this corps must, when the volume of mail is unusually heavy, be supplemented by men (there are no women employed in the Presidential business offices) detailed temporarily from one or another of the Government Departments. A letter press copy, instead of a carbon, is kept of



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Col. Crook, the disbursing officer, is the dean of the office staff, having been continuously on duty at the White House in one capacity or another, since the administration of Abraham Lincoln.

each letter sent out, and inasmuch as a large proportion of the Presidential correspondence is distinctly personal in character it is but natural that each President, upon retiring from office, should take with him from the White House most of the letter press books that have accumulated during his administration. In many instances carbon copies are also made, for not infrequently the President desires to send copies of a letter to several quarters simultaneously.

The White House stationery is dignified and distinctive, being made of plain white linen bond of the finest quality, and for almost all purposes there is used a double sheet of note size which in three folds fits snugly into an envelope a size or two smaller than those most favored in ordinary business practice. The paper stock used is so tough and strong, though of fine surface, that it will "stand up" under almost any amount of rough usage in the mails. The average person may little appreciate the texture of the White House stationery until he casually attempts to tear across a sheet or envelope preparatory to tossing it into the waste basket. Then he may find it all but necessary to resort to scissors. The only inscription on either letter paper or envelope is "THE WHITE HOUSE," printed in blue in small caps or block letters. All White House typewriters are fitted with blue ribbons to match this ink. Penned signatures are almost invariably in black. Of course, no postage is paid on outgoing mail and the words "THE WHITE HOUSE," which serve as a frank, result, as do ordinary stamped envelopes, in the saving of some time in the mailing room.

The President of the United States subscribes, in effect, to the policy of the man who has no mail delivered by carrier at his place of business, but instead rents a lock box at the local postoffice or nearest postal station. No mail is delivered by regular carrier at the White House. In fact, the President has his own special postman, a member of the messenger force at the Executive Offices, who is provided with a horse and buggy and who makes two or three trips daily to the Washington postoffice dispatching the outgoing mail and returning with the incoming. The final trip of the day is made at a comparatively early hour in the afternoon, a circumstance which, of course, facilitates the task of replying to most letters on the day on which they are received.



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A copy of each Presidential speech is filed in a volume provided for that purpose and which becomes one of the President's "set of books."

The office force is called upon to handle one class of correspondence which has no counterpart in the operations of the ordinary business institution. This is the social correspondence and it is of quite heavy volume during the winter months when formal dinners, receptions and other entertainments are held at the White House in rapid succession. All this work is under the personal direction of a Social Clerk who is a specialist in his line and who is fortified for his task by a complete card index of "Who's Who" in officialdom. For this branch of the work, too, there are on duty at the White House offices, several expert penmen who fill in, during the course of a winter, the individual names of close to 10,000 invited guests on cards of invitations to the big receptions, and almost invariably the name penned in script defies detection from the plate engraving that makes up the body of the invitation.



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Six stenographers are kept busy typing the letters dictated by the President, his secretaries and his mail clerk. There are no women employed in the Presidential business offices.

Closely akin to the correspondence by mail at the White House are the telegraphic interchanges. The President has his own private telegraph station at his business offices, in charge of three operators, one or the other of whom is on duty from early morning until midnight, and a pretty heavy volume of business is often handled; as many as five hundred personal telegrams being received in a single day, in addition to the bulletins of news happenings in all parts of the world which are transmitted to the White House by the great news-gathering associations more promptly and more fully than such intelligence is furnished to stock brokers and others who are eager to keep close tab on current events. When the President is traveling about the country the White House telegraph bureau is charged with the responsibility of keeping the "home office" almost momentarily in touch with its absent chief, and it is doubtful if this is done so effectively in any other case, even that of a railroad president traveling over his own lines. When the President is to be absent from Washington for any length of time, one of his staff telegraphers accompanies him and there is established on his private car or at his summer home a branch telegraph office which is at all times in a position to work with the White House via direct wire.

The communications by wire to and from the White House involve, at all times, more or less code and cipher work, and this class of work is likely to be tremendously expanded at short notice in any serious emergency. Consequently it is essential that White House operators be not merely skilled telegraphers but also expert in coding, enciphering and deciphering. This presupposes familiarity with no less than five confidential government codes, including the President's private code. Copies of all telegrams and cablegrams are preserved in telegraph books just as copies of letters are preserved in the letter press book.

Located in the telegraph room at the White House offices are a private telephone exchange and a sound-proof booth, —said to be the most perfectly appointed booth ever constructed,—for the use of the President when he engages in long distance conversations. The private branch exchange covers more than a score of stations in the White House offices,

mansion and grounds and establishes connections with all government offices, etc., through the medium of the regular commercial lines in Washington. In addition, moreover, to the private telephone system within the limits of the White House grounds there are some miles of exterior lines,—special exclusive wires which enable the President to talk in the utmost confidence with the Vice-President, Senators and Representatives at the U. S. Capitol and with Members of the Cabinet in their respective offices.

Granted that the President has exceptional facilities for the expeditious handling of the business that comes to the White House by mail and wire, it must be admitted that in one respect he is at a serious disadvantage as compared with the executive of any big corporation. This discrepancy between the position of a leading business man and the nation's highest official lies in the amount of time that must be given over to callers. Time being the most precious asset, the average man of affairs can and does conserve it most carefully. But the President is to a considerable extent helpless in the matter. To be sure, his secretaries act as a sieve with respect to callers just as they do with respect to letters, but with all their good intentions there are dozens of callers each day who insist upon seeing the President in person, and whose position, influence, social or political connections makes it impossible to deny their requests. A large proportion of these callers merely wish to "pay their respects" and have no serious business mission, but all the same they take up the whole interim from the time the President has disposed of the morning mail until he leaves his office for luncheon at 1:30 o'clock in the afternoon.

This serious encroachment upon his ordinary working hours makes it necessary for the President to go counter to the creed of the modern business man who doesn't believe in taking his work home with him. The Chief Magistrate is all but forced by the circumstances to have much of his most serious and most important work await the seclusion he finds in a private apartment,—a combination of workroom, study, library and "den,"—located on the second floor of the White House. This room has been available for such use only since the reconstruction of the White House during the Roosevelt regime, but how our former Presidents ever got along without its boon of immunity from interruption is something of a mystery. In this connection it is interesting to note the contrast in the methods of the two Presidents who have thus far made use of this retreat. President Roosevelt made most use of this room at night, and here, frequently, he was busy until long after midnight. President Taft, on the other hand, has usually spent his evenings with his family, and much of his work in the study has been done in the early morning hours. Time and again he has summoned his personal stenographer to the study as early as 6 o'clock in the morning and has dictated steadily for an hour or two before breakfast.



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Pinned to each letter that is laid on the President's desk is a typewritten memorandum giving the synopsis of previous correspondence or any facts necessary to aid the President in framing a reply.



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Much of the most serious and important work is performed in the President's private apartment, a combination of workroom, study, library and "den" located on the second floor of the White House.

It is under such circumstances that the President prepares most of his important speeches, messages to Congress, etc. And, by the way, this suggests another important line of Presidential office work that has no parallel in the average business establishment. Often a Presidential speech is revised and consequently retypewritten three or four times and then carbon copies must be made for the press, etc. A copy of each Presidential speech is filed in a volume provided for the purpose and which is one of the President's "set of books" in charge of a record clerk. Other volumes include records of all commissions signed by the President, resolutions passed by Congress during the current administration, etc., etc.

The White House bookkeeping department has not yet been converted to the loose leaf system but clings to the use of the old-fashioned volumes. However, no such conservatism is manifest in other branches of the record and filing system. The card index is in use for a variety of purposes, and for flat filing there is provided a capacious installation of vertical file cabinets of steel and wood construction. A cross index system covers these files and indexes the contents as to subject, author and date in such manner that any desired document may be in hand at very short notice,—a most desirable condition in view of the circumstances governing the transaction of much of the President's business.

With the possible exception of the post of Secretary to the President, the positions at the White House offices are in no sense political "plums" and most of the members of the staff have continued on duty through several administrations regardless of their politics. Col. Crook, for example, the disbursing officer who pays all governmental bills and all salaries except that of the President, is the dean of the office staff, having been continuously on duty at the White House in one capacity or another since the administration of Abraham Lincoln. The salaries paid compare well with those paid for similar work in other fields. The Secretary to the President receives $6,000 a year with the use of a motor car or carriage. The assistant secretaries, executive clerk and chief clerk have salaries ranging from $3,500 to $5,000 per year each and there is an appointment clerk at $3,500 per annum. The record clerk receives $2,500 per year and the correspondence clerk $2,250. The several expert stenographers have salaries ranging from $2,250 to $2,500 per year each, and so on down through the scale to the messengers who are paid $900 to $1,000 a year.

When BERLIN Goes A-SHOPPING

How Salesmanship in German Retail Stores Differs From that of Other European Countries Through Having an Educational Foundation to Stand On

By Daniel Louis Hanson

EVEN the most rapid traveler, catching impressions on the fly, as it were, realizes that London is the commercial as well as the political capital of Great Britain, and that Paris sustains the same relation to France. He sees it in the shipping on the Thames, in the congestion of Regent and Oxford streets and in the cosmopolitanism of the Strand and the Fleet; and in Paris he sees it along the Grand Boulevards and on the left bank of the Seine. The story of these two important shopping centers has already been given to the readers of BUSINESS in previous issues.



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Berlin—from City Hall west past Cathedral to Parliament Building.

Berlin, however, does not furnish a parallel in Germany. Her three millions make her the metropolis of the Empire, with no close rival reaching after her laurels. Whole streets given up to departmental and bureaucratic offices attest also to her being the political capital of a great nation—but the crowds seen in the shopping districts of London, Paris, New York, or Chicago are not duplicated in front of the large retail stores in Berlin. In this last article of the series, Mr. Hanson tells the reason and also tells of some courteous practices which could well be adopted by American merchants.

WHERE can I find the shopping district of Berlin?" I asked a policeman—"the retail centre?"

"Which one, mein Herr? There are so many."

"Well, the nearest one, please."

"Leipziger Platz—fifteen minutes. Walk west along the Linden to Brandenburg Tor—then south along Königgratzer Strasse. Ask the next policeman."

It was easier to find the street beginning with a "K," by means of even a long walk, than by an attempt at its pronunciation—so we kept moving and in less than half an hour we stood on a safety island in Leipziger Platz.

"Where is the shopping centre of Berlin?" I asked the next policeman.

"Here," he said—"and all around," making as much of a sweeping gesture as his tightly fitting uniform would permit.

A little to the west I caught a glimpse of the greenery in the Tiergarten; to the south lay Potsdam Railway Station; while from the north came the street with the "K," just traversed by us. So the course of commercial empire must lie eastward in that mile of Leipziger Strasse between the Platz of that name and the Spittel Market. And so it does.

Across the seemingly hopeless traffic congestion of Leipziger Platz, was to be seen a five-story stone facade—not at all suggestive of a mercantile establishment. The policeman pointed to it:

"That is the largest store in the world—Wertheim's."

So it was to him, undoubtedly, but in a four-months' journey we had been shown, at least, the two "largest stores in the world," in each of Europe's great cities.

Before entering Wertheim's, however, we must get a general idea of commercial Berlin.

First of all—Berlin is not along the great highway of world travel—as yet. One tourist agency maintains four offices in Paris—but in Berlin a rather small place on

the Linden suffices for all of its business.

Neither is Berlin an arbiter of fashion—even to her own people. Handicapped as she is in not being a seaport, but in being connected to one by a tortuous system of canals, she lacks a very important essential of a large city, and also lacks an immediate environment of agricultural wealth. Instead she has a vast sand plain stretching in all directions—Potsdam, twenty miles distant, being a most welcome oasis.

Essentially, however, a city of three millions must have a purchasing ability in its middle and working classes, which should maintain a great retail district. So Berlin would have, in common with the other large cities of the world, were not salaries and wages reduced to the point where they do not even suffice for the bare necessities. Berlin is today by far the cheapest producing point in Europe.



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Southwest from Alexander Square down Koniggratzer Strasse to City Hall.

Housing her poor people in the garrets and rear rooms of her handsome facaded buildings, reserving their more attractive quarters for the salaried classes—Berlin has done away with the slum, and has become "the city with a dickey." And that is so great a draw-card to those who have been herded in the by-ways and ghettos of other cities, that they flock into Berlin by the tens of thousands, over-stocking the labor markets to an almost incredible extent and placing themselves at the mercy of the manufacturer who floods the markets of free-trade England with cheaply made products.

With her "four hundred" seeking the latest modes in Paris and Vienna; without any appreciable tourist trade, and with the purchasing ability of her working classes reduced to bare necessities—Berlin's avenues are without the glitter and glamour found in the retail sections of more favored cities. Yet signs are not wanting of a brighter day and Berlin's merchants are facing the future with hope.

IN THAT future Wertheim's *may* become the largest store in the world—and make good the Leipziger Platz policeman's boast. At present it is far from that enviable position as regards sales or value of stock carried. Yet to Wertheim's must be conceded the distinction of being, by far, the most scientifically arranged trading center in Europe. Other establishments bear the marks of their small beginnings and their growth may be traced as distinctly as the concentric circles of a New England elm. Wertheim's has nothing of this. The establishment might have sprung—as far as appearances go—full-sized and completely equipped from the brain of its founder.

If Berlin is metropolitan—Wertheim's is cosmopolitan. Wertheim's is the exemplification of Germany's business methods in their highest application to buying and selling. Wertheim's is the microcosm of Germany's work in the world at large. Going in for a few moments, I stayed six hours. Before the noon of the second day Wertheim's had become the centre of my Berlin. There I bought theatre and opera tickets to better advantage than in the offices of the places of amusement to which the tickets admitted me. At Wertheim's I was given more correct information regarding trips to the surrounding country than I could possibly get at the tourist agencies along the Linden. At Wertheim's I was given information as to a tour to Norway which saved me many dollars, although I had to get the tickets elsewhere.

A few trifling purchases made at various times in one of Wertheim's departments had made for me a friend of its manager. I said to him one day: "Your book of rules must be a voluminous one. Your subordinates seem to have such a firm grasp on affairs while you are gone."

He smiled rather apologetically: "We work by principle. Rules don't fit all cases and no two cases are alike. Whatever service is given, whether it involves a sale or free attention, must be given cheerfully."

But I reasoned that there must be some other cause for the enthusiasm with which the salespeople worked. In England salesmen and women had worked as hard—but somewhat stolidly. In France their efforts had been just as great—but verging too often on the tactless. Here in Berlin I saw, every day, "up-to-the-minute" salesmanship



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Unter den Linden, one of Berlin's wide, handsome thoroughfares.

GERMANY'S awakening to the need of a technical education for every child came when Bismark in 1876 inquired from his commissioner general in Philadelphia how German goods compared with those of other countries at the Centennial, and received from him the frank reply: "Bad, wretchedly bad!"

At Chicago, in 1893, German exhibits showed a vast improvement, while at Brussels, in 1910, no nation came within speaking distance of the Fatherland.

(Continued on Page 358.)



The BUSINESS MAN of the FUTURE

By George W. Perkins

THE *business man in America has been roundly abused for working for personal gain and aggrandizement. In the political methods of individuals and parties in recent years, Mr. Perkins believes we have ample evidence that this is precisely what has been going on in our political world, and that this blessed country of ours is suffering from a deluge of politicians and a dearth of statesmen. In this interview he states that we must give better men to our public life—that business men have been at fault in many things, but in none more than in the almost utter neglect of their public duties.—S. I. Loeb.*

FOR THE MAN who already has a competency there is something far more worth while in life than making money. I firmly believe that every citizen should, in some way, perform some public service, and somewhere between the work in your neighborhood and that of the nation, if you will but think about it and look for it, you will find a service that you can perform. Especially if you have an independent income, you can do it fearlessly.

Think what a tremendous effect even one hundred clear-eyed, straight-forward, fearless young men, who knew, in advance, that their living was assured, could have on the destinies of the United States in the next quarter of a century, if each would take up his work in that spirit. Very few of the men who left college forty years ago could look at the future in such a way. Their first thought had of necessity to be the making of a living. Think of the difference—think what a difference it can make in the future of our country if proper advantage is taken of it. More has been done by the brain in the last twenty-five years, than in any preceeding one hundred years, and the young men of today are the descendants of such brains. What an inspiration for the future. *To believe in the United States—in its institutions—in its business—and in its men is the biggest thing before us today.*

In the great evolution that has been going on throughout the world our business leaders have been keenly alive to the fact that it is just as important to save waste motion in business, as to save and utilize waste product; that it is just as important to conserve ideas, to conserve methods, as it is to conserve coal and timber. Indeed, the last quarter of a century has been pre-eminently the age of the brain worker—the inventor not only of machines, but of methods; and whatever may be said for or against the profits men have made in recent years, we must not overlook the fact that we have been passing through an era when extraordinary ability was necessary to safely guide the business ship. We could easily have taken a back seat in the commercial development of the world, whereas we have actually taken a front seat; and this has been possible because of the resourcefulness and masterly leadership of our industrial captains.

The country is facing purely business problems. It wants information on these problems and wants it on all sides of the problems. It is not necessary for a man to be an orator in order to talk business to the people. At the present moment our people are not yearning for eloquence; they are yearning for facts. They want to hear from the business men on the business questions, and the business men owe it to the country to speak out and present their side of the question. The country's corporations are on trial before the Federal Government and business methods are on trial before the country.

One cannot contemplate our problems, intricate and vital as they are, and cannot have watched the trend of events without being convinced that while we are moving very rapidly and are confronted with great and important problems, we are, after all, moving in the right direction.

The time has come for the business men of the country to take a hand in public questions, to think them out wisely, to decide judiciously as to the best course for the country to take, then openly champion that course to the full measure of their ability. If this is done in each community—done honestly and fearlessly, we can trust to the good sense of our people to render a sane verdict.

Next to being dead right it is of value to be dead wrong, for if very wrong you provoke discussion, and enough discussion will bring right to the surface and make it prevail. A business age needs business men. The question is fairly launched. In the discussion of it and in helping to solve it, the United States expects every man to do his duty. We have been so busy,—opportunities for great achievements have crowded so hard upon one another, that we have said, "Oh, do not bother us about politics; there are plenty of others who will attend to that;" and the result is that plenty of others have attended to it.

Business questions need business men, just as medical questions need medical men. We should have a system by which a pre-eminently successful business man could become a public servant. His ripe, mature judgment being utilized for the advantage of all the people. If the criticism is made that this would be turning governmental affairs over to business interests the answer is that such a suggestion is a base reflection on the patriotism of American business men and is not justified by such experience as we have had. Our American men of affairs have pushed business because in that direction they have found great opportunities for achievement and success.

I do not know of a more legitimate or worth while cause in this country today, into which a man can put money and energy, than furthering decent political principles and methods. There are thousands and thousands of men in this country keenly alive to existing conditions and thoroughly in earnest in their desire to bring about changes that will represent sane, progressive principles, and the least that a man who has means can do is to lend a hand in so worthy a cause.

Making The Follow-Up Letter Follow

How a Typewriter Manufacturer Adapted His Experience as a Salesman in His Correspondence

By A. F. Wilson

Lecturer on Business Correspondence at New York University.

THERE is a manufacturer of low priced typewriters in New York who nets a profit of about $20,000 a year. The firm does not employ salesmen outside of its correspondents. The management consists of two partners and five business correspondents. The business is run on a co-operative plan. Each correspondent shares in a percentage of the profits.

This $20,000 a year profit is the result of the right kind of sales letters, and follow-up letters that follow. The most interesting part of this story is the origin of the system which stands behind these follow-up letters.

The president of this house was once a traveling salesman for a well known typewriter. He went into the business six months after leaving high school. During his first year as a salesman he had very little success. Everybody seemed to have typewriters. He found it extremely difficult to reach the executives of large firms, and when he did reach them and announced that he was selling typewriters he was quickly shown the door. The big men who had the "say" did not have time to talk to him.

During his second year he had a little better success and he made something of a reputation through a stroke of luck in placing one hundred machines with a large insurance company. This fortune continued to vary during the next five years. At the end of that period the typewriter salesman resigned and joined forces with a man who had patented an efficient, low priced machine.

When the new company was organized not a single traveling salesman was hired. The new machine was to be aimed at a very definite market, namely professional men, such as small lawyers, doctors, short story writers, clergymen, etc. From the very outset it was decided that all of the business was to be obtained through correspondence. The salesletter and the follow-up letter were to be the selling force.

Competent correspondents were hired, but during the first two months they were not allowed to write a single letter. The first week the old typewriter salesman devoted to a series of daily lectures on typewriter salesmanship. Then he put each and everyone of those correspondents on an expense account and sent them all out to meet and talk with the professional men to whom they would later try to write convincingly and intelligently. The needs of the minister, lawyer and doctor in the small town were contrasted with the needs of the more prosperous brother in the big cities. The methods of work and the time schedules were noted. Not a single word was said about selling a typewriter. The correspondents met the professional men on a professional footing. When this period of original research was completed the correspondents were called back and the campaign for business inaugurated.

Not a single form letter has ever gone out of that office. There has been no stated number of follow-up letters to back up the first sales letter. Here is an example of how the system works.

A country clergyman in Virginia wrote and asked for a catalogue. The booklet was sent by the next mail, but with it a letter went out to the corresponding secretary of the Methodist Church in Virginia. This letter asked for information on the salaries of country clergymen in Virginia. It inquired the extent of this clergyman's circuit —how many sermons he delivered a week, how many churches and towns he preached in, whether he traveled by horse or train, etc. There were many questions of this nature, and their one object was to *know* that "prospect."

When all the information was in, and after a reasonable time had elapsed, the first follow-up letter was sent out. It was short and to the point, but it emphasized that the typewriter in question had been especially designed for professional men who wanted to do their own typewriting. It gave the names of several Methodist ministers in Virginia who were using the machine, and it asked the clergyman to consult these users on the efficiency and staying qualities of the typewriter.

The second follow-up letter dwelt upon the light weight of the machine and told of the habit of one preacher who carried his typewriter about with him in his carriage and wrote his sermons while en route. The third letter told of a number of country ministers who had equipped themselves with the typewriter and who were acting as country correspondents for large city newspapers. It named the sums earned by these ministers in this employment and told the Virginian how to get in connection with the Norfolk and Richmond papers.

The third letter brought the order. The machine was shipped out the next day. But the manufacturer's interest did not stop with the sale of the machine. Not by any means. Here comes an important point in the system. Two weeks after the machine had been shipped a fourth letter went out asking the clergyman if the manufacturer could be of any further service to him. It suggested that if he so desired, they would put him in touch with other clergymen who were making the typewriter pay for itself, and they asked to be kept in touch with his success with the machine.

That minister did "make good" with his country correspondence and today the story of his success is on file in the office of this manufacturer. Follow-up letters will follow when the man who writes them has the brains and patience to pursue.

Financial Fragments

THE MAIN difference between Bradstreet and Wall street is that one tells you where you are and the other where you're not.

PERHAPS MONEY really does make the world go round but there are lots of times when it has utterly failed to make a man square.

WHEN WE hear of some folks paying a little matter of ten thousand or so a year just to live we wonder money can be spent so foolishly.

MOST ECONOMISTS are especially clever at saving money by cutting down the other fellow's expenses.—*Warwick James Price.*



All over the country communities are tearing up the old roads and putting down concrete, using practically the same specifications and methods.



Trunk roads are usually built 16 feet wide with gravel or limestone shoulders extending 4 feet further on each side. Shoulders here shown are not yet finished.

The MAKING of GOOD ROADS

By Edward N. Hines

Member of Wayne County (Mich.) Board of Road Commissioners.

WHEN a country road is taken over for improvement, it is first given a name, usually the one by which it is already known to the general public. A survey, plans and profile are then made and filed with the State Highway Department, together with a copy of the specifications and an application for state reward, after which the old road is rooted up with a scarifier or gang plow, the sub-grade is prepared, shaped and rolled hard with a 10-ton roller; then the concrete to a minimum depth of 7 inches is laid right on the natural subsoil. Slide rails of 2x7 inch lumber are used, and these are protected on top by a 2-inch angle iron. When the concrete has become sufficiently firm to permit the removal of the rail, the finishers pare off the outer edges which are formed next to the rails, to prevent a sharp dividing line between the concrete and the gravel shoulder.

The concrete is put down wet, so that no tamping is necessary after it is once placed. When this is done no workman is permitted in any way to disturb the concrete by stepping in it or throwing anything on it. The strikeoff men use a plank trimmed to the curvature of the road and iron bound on the lower edge. It rides smoothly on the iron edges of the form boards, or rails, at the side of the concrete, and is handled with sufficient care to eliminate the necessity of any considerable floating by the follow-up men.

These floaters work on a bridge which rests on the form planks at the edge of the road, so there is never any contact with the concrete. This rule to keep off the concrete is rigidly enforced. Smoothing is done with simple wooden floats of home manufacture.

Each day's work is finished up to an expansion joint, and no more than 20 minutes is permitted to elapse between batches during the day. The work of the day is covered with canvas, and the next day the canvas is removed and the concrete covered to the depth of about two inches with any sand or loose soil that may be available to keep the concrete from drying out too rapidly. The concrete is sprinkled continuously for eight days, but the roads are not opened for traffic until at least two weeks after the last concrete is put in place.

The gravel or stone shoulders are put on in layers 3 inches deep and also rolled with a 10-ton roller, but this work is not started until the adjacent concrete is at least three weeks old.

Machinery is used wherever the same or better results can be secured, and it is a unique spectacle to see the large hauling engines trailing from two to four large wagons, each loaded with 7 tons of stone. Graders are also drawn by steam, doing the work of from 6 to 8 horses, and doing it more efficiently and more rapidly.

Water is pumped for miles by gasoline engines. Stone and sand on some of the roads are unloaded with steam grab buckets, and the concrete is mixed in mechanical batch mixers that move under their own power.

The mixed material is dumped into a bucket which is run out on a projecting boom and deposited on the road where wanted. Each batch of concrete is turned over three complete revolutions dry before water is added. The subgrade is thoroughly wet before any concrete is placed on it in order that the water will not be absorbed from the concrete.

Trunk roads are usually built 16 feet wide, with gravel or limestone shoulders extending 4 feet further on each side. The lesser traveled roads have 12 or 15 feet of concrete with a minimum width over all of 24 feet. The sections are 25 feet in length with a protecting plate 3-16 inch thick and 3 inches wide, at each contraction joint. These metal plates are intended to protect the edges from spalling and chipping. They are shaped to conform to the crown of the finished road, which is ¼ inch to the foot. Two thicknesses of asphalted felt (about ¼ inch) are inserted between these metal plates, cutting the entire depth of the concrete. These plates are provided with shear members which tie them securely to the concrete. They also enable a more even and uniform surface to be secured. The accompanying pictures will give a general idea of how the work is carried on.



The old road is rooted up with a scarafier or gang plow hauled by an engine. Graders are also drawn by steam.



The subgrade is prepared and shaped, rolled hard with a 10-ton roller and the concrete laid right on the natural subsoil.



The mixing material is dumped in a bucket which is run out on a projecting boom and deposited wherever wanted



To give it the proper crown the strikeoff men use a plank trimmed to the curvature of the road and iron bound on the lower edge.



Smoothing is done with simple wooden floats of home manufacture. The "floaters" work on a bridge which rests on the form planks at the edge of the road so there is never any contact with the concrete.



The concrete is sprinkled continuously for at least eight days, but the road is not opened for traffic until at least three weeks after the last concrete is put in place.

Laying Out the Factory Floor Space

How the Mapping Out of Actual Conditions and the Constructing of Ideal Routes Through the Factory Brings Out Certain Fundamental Principles nnd Eliminates Production Losses

By William J. Miskella, M. E.

THERE are two kinds of factory buildings—one in which everything is planned in detail, even to the location of the desks in the office—before the corner stone is laid; the other,—where the building is planned and built first, then the factory equipment is installed as best it can be.

It is to the first type of buildings that this article applies. It shows why the routing and layout diagram is so essential to ultimate economical operation and how it may be actually used to obtain such results,—in fact, it is one of the keynotes or basic principles of industrial efficiency.

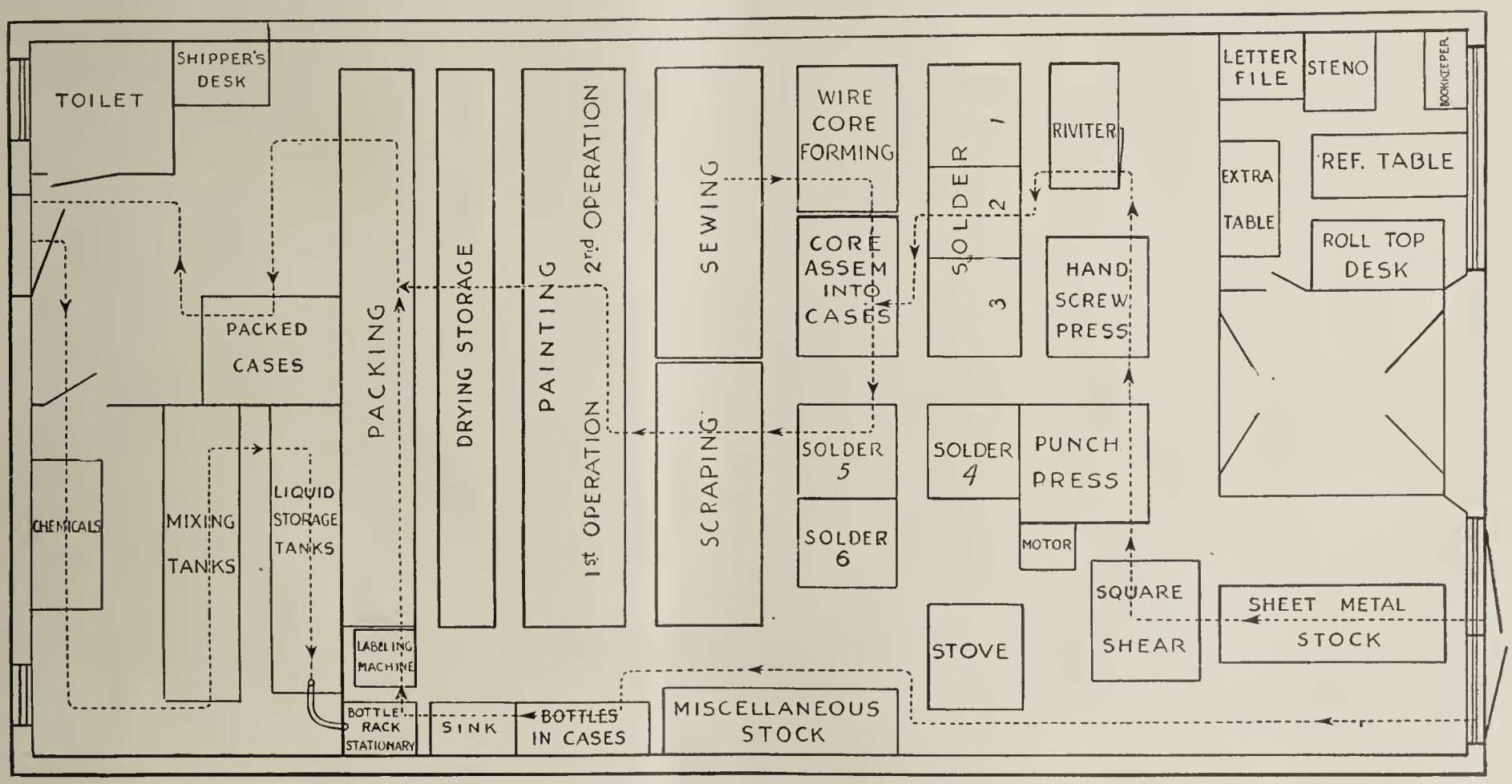
After the plant is once built it is too late to rearrange departments at will, or to make room for greater efficiency.

The arrangement of departments and equipment in many plants has been found a very serious handicap to economical operations. Many times the operating expenses are found almost prohibitive. At such times errors in the selection of certain machines or unimportant details may be corrected at a comparatively small expense; on the other hand, if the arrangement of the factory as a whole or by departments, including equipment, has been incorrectly designed, it may result in a plant that cannot be operated on correct principles or by proper methods unless an almost prohibitive initial loss is incurred.

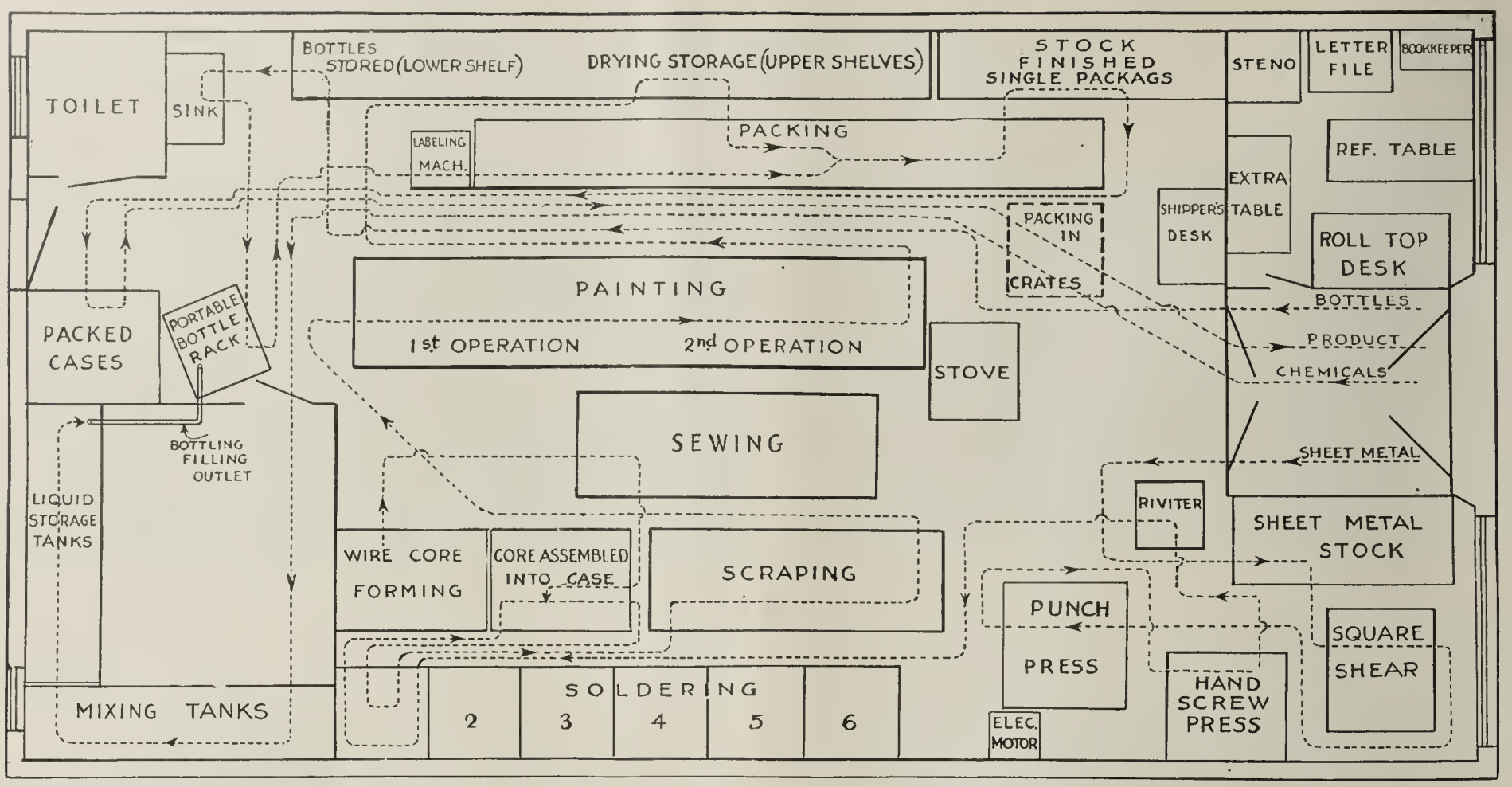
No amount of system will operate efficiently an incorrectly laid out plant. No amount of additional remuneration will lower the unit cost of operation enough to off-set a poor layout, and it is by means of a practical diagram that these mistakes may be avoided, because the diagram cannot be properly drawn up without a detailed study of the manufacturing requirements imposed by the particular business to be housed.

It is the relation, or inter-relationship of the various operations and details of equipment taken collectively that is of importance. When all of the processes in the manufacture of a product have been traced graphically on paper, exactly as they will be carried out in actual manufacture, the physical properties of the building that must house them become known, consequently the best results are obtained only after each machine, bench, table and so on, is definitely located.

In the actual working out of the diagrams, the sequence of the principal operations is indicated as well as the points where the various units are assembled. Decisions have been reached as to the areas of various departments, their general arrangement, where they are to be located and



Not a single "cross" or "loop" exists in the new layout. A few minor and inexpensive changes in fixed equipment made it possible to handle the products of this factory in a much more efficient and desirable manner.



In the original lay-out the raw material substantially had to travel the full length of the shop twice and hardly any workmen could turn around without interfering with another, thereby wasting his own time and the other man's also.

when the necessary truck and railroad facilities have been defined and a site chosen, —then detailed diagrams should be prepared so as to eliminate the small mistakes, as well as the fundamental errors in the governing principles.

Diagrams of this character should be made prior to the locating of individual machines; they should furnish a guide as to the one best place to put each and every piece of equipment. How these charts can be drawn up and how they clearly show the right and wrong methods of routing work is shown in the two illustrations. This principle is of equal importance in re-designing, or over-hauling factories in operation. As a concrete example of how the conditions in the factory may be radically improved by the use of these diagrams, a plant manufacturing humidifiers is here described.

The factory, employing about fifty men, was located in a single story, sky-lighted building, 50 feet wide by 100 feet long. Considering the work that was done there and the number of men employed within this small area, it is apparent that the conditions would be very congested under any possible arrangement.

The humidifiers consist of cans 12 inches long, 12 inches wide and 3 inches thick, made of galvanized iron and each containing two cloth covered units. These humidifiers are used to attach to the steam radiators for the purpose of giving off moisture to the surrounding air.

The cans are attached to the radiators by means of two wire hooks chained and riveted to the backs of the can. The upper half of the humidifier is perforated while the lower part is used as a storage tank for the water which, by the theory of capillary attraction ascends to the surface of the hollow cloth units from which it is carried into the surrounding air by the heat of the radiators.

The can proper is made into two halves which are soldered together at the sides. The bottom is then soldered in and the cloth units inserted, after which the perforated tops are soldered on, thus enclosing the cloth units.

The chains and hooks are for holding the humidifiers to the radiators and have to be riveted to the back half before the front and back are soldered together. The cloth units are mounted on the wire core formed from a single piece of wire.

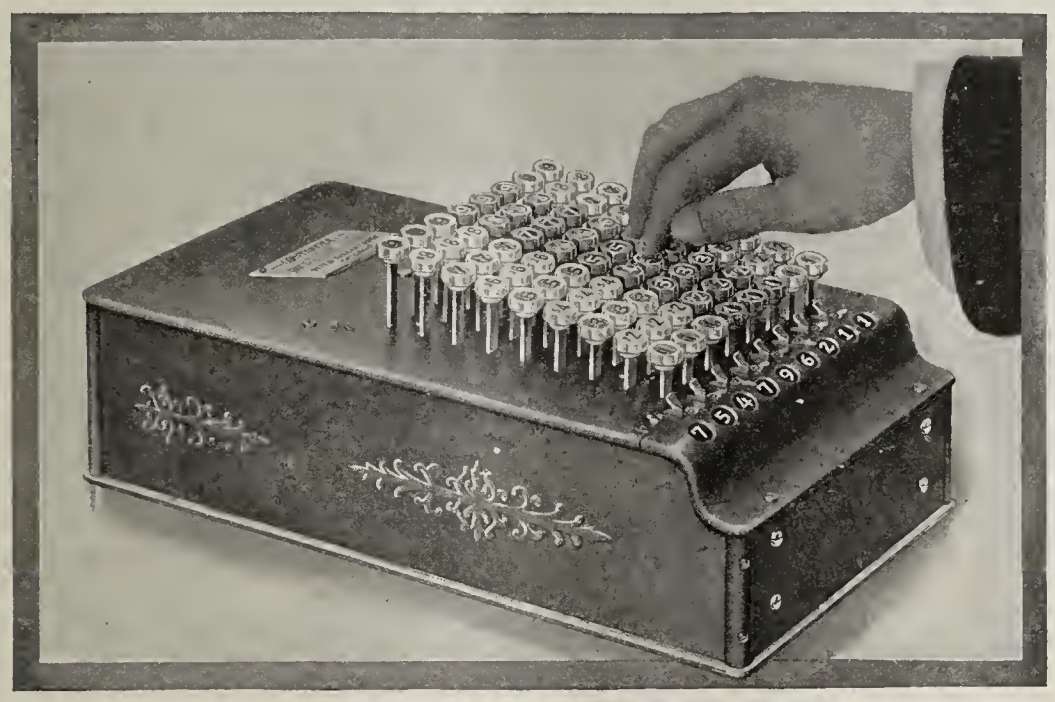
The top is made with the same blanking tool as the bottom, except that it is perforated,—likewise the only difference between the front and back pieces is in the addition of the supporting hooks and chains; therefore, it will be seen that the device was a comparatively simple one.

After the assembling operations are completed, the surplus solder must be scraped off and the finish put on. The humidifier is then ready to be placed in the drying rack for 24 hours,—after which it is packed in a box together with an 8-oz. bottle of liquid disinfectant and is ready for shipment.

This factory then, consists primarily of three parts,—the shop, the office and the laboratory, each of which will now be taken up and discussed in connection with the original layout before the application of the new diagram and the re-distribution.

The arrangement of the office as shown in the upper right hand corner of the lay-out chart speaks for itself. It should be added, however, that one girl acted in the dual capacity of bookkeeper and stenographer when the factory was installed. The partition surrounding the office was located by guess work, after which the office furniture was purchased and fitted into the space provided. The other partitions were likewise located by guess work and what space there was left was allotted to the shop. Very little consideration was given to the inter-relationship of the various parts of the shop.

These statements are not made in criticism of this particular factory, but to point out the fallacy that a simple layout can be obtained merely by cut and try methods after the equipment is on the floor.



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The Comptometer is a quality machine—built for service and not to fit a price. It is universal in its scope—makes machine work of *all* your figuring.

Let the Comptometer tell its own story of broad-gauge service and lasting efficiency by actual performance on your own work. The machine is freely at your service for this infallible test. May we also send a man who *knows* to show how the Comptometer lessens the labor and expense of accounting—all without cost or obligation.

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"Harvest"—by Vincent Aderente.

Prosperity

There has been a bumper crop.

This is because the tillers of the soil have been industrious, and the rain and the sun have favored their plantings.

There has been industrial activity.

The makers of things in factories have been busy. They have had work to do and pay for doing it.

There has been commercial success.

The people who buy and sell and fetch and carry have been doing a lot of business and they have been paid for doing it.

The country is prosperous because all the people have been busy.

Good crops and good times can be enjoyed only when the Government maintains peace and harmony.

This task of the Government is made comparatively easy because the American people have been enabled to become so well acquainted with each other. They know and understand one another. They are like one family.

The producer and consumer, no matter where they live, are close together.

This is largely due to our wonderful facilities for intercommunication. We excel in our railways, our mails and our telegraphs, and, most of all, in our telephones.

The Bell System has fourteen million miles of wire spread over all parts of the country. Each day there are twenty-five million telephone talks all the way from twenty feet to tw thousand miles long.

The raiser of crops, the maker of things, and the man of commerce, all are helped to co-operate and work together for peace and prosperity by means of the Universal telephone.

AMERICAN TELEPHONE AND TELEGRAPH COMPANY
AND ASSOCIATED COMPANIES

One Policy *One System* *Universal Service*



Not even the best managers can lay out a factory so that it will operate with any degree of efficiency without first drawing up a plan of where each piece of machinery will ultimately be located and determining how the various products will pass through the shop. One's thoughts cannot be centered on the whole office and shop without first reducing the arrangement of those parts to some sort of a scale and recording it on a drawing or blue print. Second, by providing little cards to represent horizontal cross section of each piece of machinery, furniture, and equipment, it is possible to note the name of the equipment and any extraordinary features regarding it which would be likely to cause trouble by interfering; for example, with a low ceiling, on account of width, or with some form of piping. It is important also that these cards include the area required by the employees for working space. In other words, each card represents a small outline drawing of a machine, a bench, a table, or any other piece of equipment that enters into the manufacture of the product.

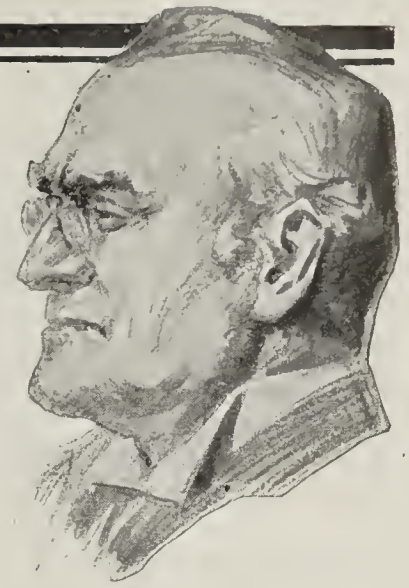
Now, referring to the layout of the factory, before the application of the diagram, it will be observed that the front entrance is used for both incoming material and outgoing products. Theoretically, this fact, right at the very start, means a loss which ought to be avoided. There could be no more serious handicap to efficiency and economy production than constant interference in the passage ways with the movement of the product.

In other words, the raw material substantially has to travel the length of the shop twice; whereas, if two entrances are used, one for incoming raw material and the other for outgoing finished product, then it is possible to establish some sort of a uniform routing which will eliminate all "doubling back," "loops," and "crosses" in routing. It will be noted that the traffic is especially heavy in the aisle between the packing and painting benches. That was the best condition that could be worked out by the cut and try method or without the use of a routing diagram. Later, it will be seen that the diagram automatically provides for a uniformity in the transportation of material and products.

Referring now to the actual manufacture of the humidifiers, the galvanized material in the form of long sheets comes in the door, is carried around to the riveters and placed in the rack beside the square shearers. It is then pulled back out of the rack, fed forward into the square shearer which drops the two sizes of pieces on the floor in front of the window. They are picked



How the Advertising Manager Made Good with the President of the Company



"I NOTICE you're getting out a tremendous number of these lately," said the president of a steel company, as he walked into the office of the advertising manager, waving the printed circular shown in reduced facsimile below.

"I thoroughly believe in assisting our dealers; but I'm afraid you're a little too liberal. At least, I don't see the necessity of getting out a special lot for each dealer, with his name on it."

"Step in here," replied the advertising manager, "and I'll show you how we're getting these circulars printed at little more than the cost of the blank paper."

Together they entered the next room.

"We're doing the work ourselves," said the advertising manager, "cheaper and much more conveniently than if we sent it to the printer."

"You see our Multigraph is equipped with the printing-ink attachment, which converts it into a real printing-machine. The body of the circular is printed from an electrotype. The dealer's name is printed at the same time from hand-set type. The paper is fed automatically. The operator has nothing to do except to keep the automatic feed supplied, remove the printed sheets, and change the dealer's imprint when the counter indicates the allotted number."

The president was amazed to find dealers' circulars being printed at such small cost.

He was even more amazed to see such workmanlike printing—real printer's printing—being turned out by an office-appliance which he had thought intended exclusively for form-typewriting.

The circular that was thought to be an extravagance, but proved an economy. Original 8 x 12 inches.



The World Has Been Waiting for

STRENGTH VISMERA PURITY

Galvanized Box and Blue Annealed Sheets #8 to 30 gauge
Corrugated Flat and Formed Products

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The Latest of Rust- and Corrosion-Resisting Ferrous Metals

The only Sheet Product combining a high tensile strength with purity and corrosion resistance. Other products have some of these qualities but "Vismera" is the only one having all—the essential elements for a high grade dependable material.

A COMPUTATION OF ACTUAL FACTS:

	Immersion in 20 Per Cent Sulphuric Acid at 60 degrees F for 14 Hours. Loss in Grams	30-DAY "SERVICE" TESTS (1% Salt Solution) Loss	Running Water Loss	Wet Sand Loss	Average Loss
VISMERA 10 samples from 5 heats	127				
1st Best	134.6				
2nd "	136.0				
3rd "	136.7				
4th "	137.1				
5th "	138.6				
6th "	139.4				
7th "	140.6				
8th "	142.0				
Assembly	Gone				
Eighth "	Gone				
VISMERA		497 loss	196 loss	194 loss	962 loss
Best Best		806 "	806 "	211 "	2823 "
Best Best		827 "	810 "	216 "	2853 "
Best Best		851 "	824 "	218 "	2917 "
Best Best		838 "	805 "	270 "	2913 "

Defies Corrosion
Resists Rust
Longest

Lasts
Longer Under
All Conditions

STRENGTH VISMERA PURITY

Higher Tensile
Strength and
Workability

Higher in
Resistance to
All Deterrent Elements

WYLIE BROS. CO.
CORRUGATED CULVERTS
PORTLAND, OREGON

You, too, will be amazed when you see the quality of the printing, and begin to conjecture what it would mean in your business to be able to produce such printing, under your own roof, at 25% to 75% less than the printer's charge—without the muss and fuss, skilled labor or big investment of the ordinary private printing-plant.

Ask us for samples, literature and data.

Write today. Use the coupon.

Then when you're convinced that it's real printing we're talking about, we shall be glad to send a representative to assist you in finding out whether you have a profitable application for the machine. You can't buy a Multigraph unless you need it.

THE AMERICAN MULTIGRAPH SALES CO.

EXECUTIVE OFFICES
1804 East Fortieth Street Cleveland Sixty City

Branches in Sixty Cities—Look in your Telephone Directory

European Representatives: The International Multigraph Company, 59 Holborn Viaduct, London, Eng.; Berlin, W-8 Krausenstr. 70 Ecke Friedrichstr.; Paris, 24 Boulevard des Capucines.

What Uses Are You Most Interested In?

Check them on this slip and enclose it with your request for information, *written on your business stationery.* We'll show you what others are doing.

AMERICAN MULTIGRAPH SALES CO.
1804 E. Fortieth St., Cleveland

Printing:

- ___ Booklets
- ___ Folders
- ___ Envelope-Stuffers
- ___ House-Organ
- ___ Dealers' Imprints
- ___ Label Imprints
- ___ System-Forms
- ___ Letter-Heads
- ___ Bill-Heads and Statements
- ___ Receipts, Checks, etc.
- ___ Envelopes

Typewriting:

- ___ Circular Letters
- ___ Booklets
- ___ Envelope-Stuffers
- ___ Price-lists
- ___ Reports
- ___ Notices
- ___ Bulletins to Employees
- ___ Inside System-Forms



What a Difference

Between the auditor seated at his desk in his private office and the bookkeepers on their stools in the general office! There is a difference in authority, a very great difference in salary and a still greater difference in the chances for becoming one of the partners in the business or a high official in the corporation.

Yet all this difference rests on one thing. This is KNOWLEDGE. The auditor knows the principles of accounting. He knows why an entry should be made as well as how to make it. He understands the science of accounts and his findings and advice determine the business policy of the house. He reads between the lines so to speak, and detects and prevents losses and finds possibilities for profit which the bookkeepers would never think of.

These bookkeepers very likely learned their work by growing up in this house or some other. They know how to mechanically make the entries but they do not know the reason for these entries or the full meaning of them. Still, they are **half prepared** to become auditors and Certified Public Accountants. All they need is to **add the other half** to their knowledge.

Our accounting courses, offered by CORRESPONDENCE, which are identical with the class instruction given in our resident school in Chicago, will prepare you to pass the C. P. A. examination and become a Certified Public Accountant through home study. This means that your earning power will be very greatly increased and your services will always be in demand.

The Dean of our school, MR. SEYMOUR WALTON, B. A., C. P. A., is recognized as one of the leading men in his profession. He has been a successful Certified Public Accountant for many years and has also been Professor of Theory and Practical Accounting in two of the principal universities in the Middle West—Northwestern and Marquette Universities. He is ably assisted by professional men of wide experience and high standing.

Our course of instruction has been approved and adopted by leading educational institutions in New York, Chicago, St. Louis, Milwaukee, Kansas City, Los Angeles, Hartford and other cities.

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up by a boy and carried around the square shearer, past the hand screw press to the punch press. The front and back pieces are then carried back to the hand screw press where they are formed. From here they are carried to the soldering benches in the corner,—half of them passing through the riveters on the way to have the hooks and chains attached. Here again is a serious defect in the design of the shop brought out by the routing diagram. The soldering operation is the most important and the most expensive step in the manufacture of these humidifiers,—yet the arrangement is such that the soldering benches are open on the front side only; therefore, hardly any workmen can turn without interfering with another, thereby wasting his own time and the other man's also. From the soldering bench the cans are passed back to have the cores put in. Another defect in the layout shows up here. The core assembling bench is located in such a way as to be handy for only a few of the employes. The rest have to carry their finished work some distance to place it on the core assembling bench; therefore, the company is paying a high class laborer a high class wage to walk up and down the aisle.

After the tops are soldered on and the cans passed to the scraping bench to be prepared for finishing, they are carried around the serving bench to the painting bench. It should be noted that on the way to the painting bench they cross the route of the cans which are being passed to the assembling bench from the serving bench.

The chemical materials are brought into the laboratory after traversing the full length of the shop; placed in the mixing tanks; then in the storage tanks; from which the disinfectant is piped outside and fed in the 8-oz. bottles on the portable bottle rack. After several trays of these bottles have been filled up at the portable rack, they are moved to a location beside the labeling machine, from which the bottles are passed to the packing benches.

It will be noted that the traffic is particularly heavy in the path from the filling faucet to the labeling machine.

Single packages are stored in the rack, which, like the soldering bench and drying shelves, is bottled up on all sides but the front. These single packages are removed from the shelves and packed into dozen crates, after which the crates are carted to the rear of the shop and stored ready for shipping.

As soon as a shipping order calling for cases is received these cases are carted the entire length of the shop once more before they are finally gotten out of the factory.

The rearrangement shown in the other illustration was the result of constructing a series of ideal routes for the product through the factory and then fitting in various pasteboard cards which represent horizontal sections of the machines, (including necessary floor space for the operators), into the layout diagram, to determine whether or not it was possible and practicable. In other words, would it be possible to make the transferred machine fit into the new ideal location. The card will quickly show this.

As soon as the final routing was determined, it was carried into the shop and tested by actually going over the ground, diagram in hand.

Not a single "cross" or "loop" exists in the new layout. A few minor and inexpensive changes in fixed equipment makes it possible to handle the products of this factory in a much more efficient and desirable manner.

For example, the sheet metal rack has been moved out so that the material goes to it through a door which was added for that purpose. The sheets are taken out of the rack at the other end and fed directly into the square shearer. The pieces which are cut by this machine do not have to be carried to the punch press, but are piled on a suitable rack beside it so that the punch press operator can easily reach them with a minimum amount of physical effort.

Again, the loop at the hand screw press has been eliminated in such a way that the parts go to it direct from the punch press without having to be carried. The new arrangement is not radically different from the old, yet see how much more satisfactory and efficient it is. Even in the office where the layout diagram only serves to better the arrangement,—a considerable saving has been effected because the one person who is the stenographer and bookkeeper is free to move to either desk without arising and in addition only needs to turn around to the reference table in order to take dictation.

Before the application of the routing diagram, all the solderers were working on side sections and bottoms, as well as soldering tops. By dividing the work so that two of the men soldered tops only, most of the congestion caused by the original management was done away with.

These diagrams suggest changes in the division of labor which will often accomplish desirable results in a much more satisfactory way. They make it possible in some cases to limit the equipment and also to reduce the labor. The expense of making them is economical compared with the results gained by their use.



Get This Label and You Get Good Results

Varnish is only a means toward an end.

And the end must justify the means.

In other words, the varnish must fit the result you wish to obtain.

It is our habit, in selling varnish for industrial uses, *to study the result*—to find out what you wish to accomplish, and then fit your need with exactly the right finishing material.

Our idea is to sell you something more than gallons of varnish.

We want to sell you a RESULT—the finished result on your product.

That is why it pays to call our experts into consultation with you—not simply to ask us to quote prices.

While no one knows better than we do that the lowest price per gallon is not always the truest economy, we can promise every varnish consumer that we will furnish the proper varnish to do the work required at the lowest possible price; and if the price you are willing to pay will not buy a varnish that we can honestly recommend for the purpose, we will tell you so.

If any varnish consumer will meet us on this platform we can in the majority of cases make it profitable for him.

BERRY BROTHERS, Ltd.
DETROIT

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A Common Ailment Among File-Folders, Especially Those Suffering From Obesity

Every file clerk knows the annoyance of handling bulged, over-crowded folders, of which there are a number in nearly every file-drawer. They won't stand up; they can't lie flat; so they bend and twist into all shapes, making ready reference impossible.

This condition cannot be remedied satisfactorily by transferring oftener, for the bulkiest folders contain papers from your most important correspondents and need to remain close at hand, ready for reference, until the end of the regular filing period.

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Bushnell's Paperiod Vertical-File Pockets are so durable that you can transfer the papers from them at the end of each filing period and use the same pockets over again, if desired.

With the first of the year close at hand, when filing systems are inaugurated and transferring done, order a few of these pockets right away, for use in all cases where correspondence is bulky.

Send for a sample order of 50-letter size, $6.00, or 50-legal size, $7.50, and enjoy full satisfaction in your filing system. If you prefer to see and try one first, fill out the coupon below, pin it to your regular card or letterhead, and mail to

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Desiring to remedy the annoyance of over-crowded, sagging folders in our files, we request that you send us for examination and trial a free sample of BUSHNELL'S Style "C" Paperoid File Pocket.

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LETTER-SIZE OR LEGAL-SIZE DESIRED?_____

To ALVAH BUSHNELL COMPANY, Dept. B.
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RESPONSIVENESS

By Austin Woodward

THERE isn't a bigger word in the language than the word "responsiveness." In its completest sense, it does not merely mean quick comprehension, ready grasp of a given subject. It means more. It means harmony—to be in sympathy.

IT IS just as true today as it ever was that "a house divided against itself shall fall." And this leads up to the thought that in just such measure as there is lack of harmony between the members of any organization, to that extent the organization is a loser.

SO LONG as men of varying temperaments and habits of thought are thrown together, there are bound to be cliques, clans, cheap ridicule, dissensions—discords. A recognition of this truth and an earnest effort on the part of each to be broader and more lenient in his views, will contribute a whole lot toward getting things done as they should be done. Petty jealousies and obstinacy are responsible for a good deal of lost motion and a certain degree of self-effacement is essential to the best interests of any well-organized body of men.

THE man who goes about with a chip on his shoulder in the constant attitude of "standing up for his rights," imaginary or otherwise, is not rendering the highest service he might, because he is thinking too much about himself to the detriment of the firm's interests. In the long run, he doesn't get the best he is capable of getting because he doesn't *give* it. The habit of looking for slights, of cherishing grudges, makes him irresponsive.

IT'S a mighty hard thing to be patient and keep the peace when a dozen different things are going wrong, but you can set it down as a definite rule and depend upon it without exception that there is absolutely nothing in the habit of "getting mad." Anger pays no dividends. To put it more plainly, if the time that is sometimes spent in scrapping and "knocking" were concentrated upon setting discrepancies to right, a whole lot more would often be accomplished. We can't afford to be small and pin-minded, either in justice to the house, to our associates or to ourselves. None of us are infalliable. Slip-ups are bound to occur in any organization. The best we can do is to guard against them in every way possible, and when they *do* occur, deal with them deliberately and sanely.

WE ALL know that the first duty of a good soldier is to obey, but not all lieutenants know that one of their chief duties lies in not giving orders that are unreasonable. Fortunately, there are executives whose influence is an inspiration and a positive benefit. They are far more rare, though, than they should be. Such men know exactly what they want. They make clear to others what they want. At the same time they leave plenty of leeway for initiative and individuality. Men of this calibre are above constant nagging and picking. They do more than expect responsiveness *from* their helpers. They are responsive *to* them. There is mutual sympathy—they work together, not at swords' points.

MUTUAL responsiveness is a remedy for many of those business ills that throw different departments out of balance. When misunderstandings and unpleasant relations arise between individuals, let us remember that we are not children—that we are not here to quarrel and vent our spleen on each other—but that we're here to ravel the problem out—to work together, just as a good team works—*to get the thing done as it should be done, by being mutually responsive.*



This Book Shows The One Best Way To Transfer *Your* Papers and Records!

Do it right this year! Transferred papers should be as easily findable as papers in your active file. When transferred the "Y and E" way, they are.

Correct transferring involves three things: (1) Removing papers from active files to transfer cases. (2) Recording that fact so you will know in May, 1913, where to find John Smith's 1912 orders. (3) Starting your new files for 1913 records.

Do these things right. Then instead of losing time hunting for papers (as you do now, perhaps) you can put your finger on the one needed at once. No lost papers; no disputes; time saved, money earned.

Our No. 404 Vertical Letter File is surpassed by none. Capacity for 20000 papers. Drawers operate on compound roller slide, and when loaded full can be opened with slight pull of little finger.

These Drawer Style Transfer Cases may be stacked on each other, thus conserving floor space. Drawers operate on little rollers, and are strong and durable. One of many different transfer cases we make.

"What is the right way for me to do these things?" you ask. Our complete book "How to Transfer Papers and Records" explains. It states clearly the basic principles of correct transferring, so that by following it anybody may transfer his files. Thousands of concerns, representing more than 400 lines of business, are today reaping the benefit of the filing systems and correct transferring methods we have installed in the last 32 years.

Experience, not theory, is the backbone of this scientific little volume. Charts, diagrams, photos and drawings illustrate and explain the simplest and best methods. We're pioneers against the "bundle 'em up and put them in the vault" method.

You needn't wait 32 years to get the experience we have now. This valuable booklet will be sent free to those who request it on business stationery. To others, **50c.** each.

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DeLuxe
LOOSE LEAF LEDGERS



WHEN you buy a loose leaf ledger outfit you should give careful consideration to each of the three things which it comprises: the binder, the sheets and the index. In the **binder** you want a strong, service-giving device that will hold your sheets in perfect alignment, and afford ample capacity for the insertion of additional sheets as your business increases. In the **sheets** you want writing and erasing quality combined with flexibility which allows the sheets to break sharply at the hinge and makes the ledger flat opening. In the **index** you want the speediest possible reference to **all** accounts both in the current and transfer binders. You want a simple, practical and automatic system that will enable your bookkeeper to get his accounts posted quickly and accurately.

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The De Luxe Binder has a formed steel case which is light, compact and unbreakable — a decided improvement over the brittle, easily broken aluminum cases formerly used. The mechanism is simple, yet strong and durable, gripping the sheets firmly, as in a vise, and holding them always in perfect alignment. The De Luxe is shown in the illustration with the new improved curved hinge which allows the covers to drop back on the desk without throwing the leaves into a curved position.

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We have adopted for all our stock and special ledger sheets the new Flexo Linen Ledger paper, made by the celebrated Byron-Weston Mill. This paper is treated by a patented process as it is being made, and a flexible hinge is formed, which causes the sheets to lie perfectly flat in the binders. Carried in stock in seven forms of ruling and seventeen sizes.

A Rapid Indexing Method

Our Pubreco Fibreloid Index with Quick Reference Chart successfully accomplishes that long sought result—a practical, automatic self index. The tabs are celluloid, amalgamated to sheets of extra strong Weston's Ledger paper, the lettering is **under** the transparent celluloid and can never be defaced. You can't pull Pubreco Tabs off the sheet because the tab and the sheet are **one piece.** Pubreco Tabs are only one-third as thick as leather tabs, and you can carry 200 Pubreco division sheets in your ledger without bulking it at the tab edge.

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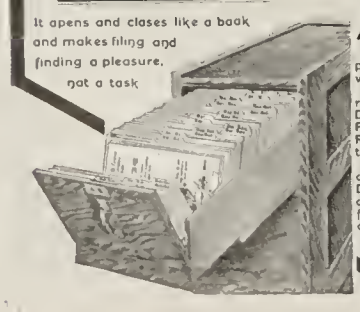
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MEN *in the* HARNESS

A Department of Fact and Comment About Business Men Who Are Doing Things

An American Empire Builder in Ireland

IT IS no uncommon thing for American business men to go far afield in quest of new worlds to conquer. The diamond mines of South Afriea. Peru's remarkable railroad among the elouds, and a number of Yankee enterprises in China all attest the far-flung ambitions of the eitizens of the republie. However, one of the most interesting of these ereative projeets has its seene nearer home and in a land,—the Emerald Isle,—in whieh a large proportion of the people of the United States feel an especial and sympathetic interest.



Copyrigt hy Waldon Fawcett

EUGENE ZIMMERMAN

Most persons are not wont to think of Ireland as in any sense in the eategory of those newly opened or undeveloped domains whieh invite the "empire builder." Yet as a matter of faet, regenerated Ireland is just now undergoing a eommereial, industrial and agricultural revival that spreads eountless opportunities before men of eapital and energy. Riehard Croker, the former Tammany leader, and a number of Irish-Amerieans of means are bestirring themselves to develop the rieh resources of the long-neglected isle, but, oddly enough, the American who is baeking his faith in the "new Ireland" with the heaviest investments has no Irish blood in his veins.

This foremost Ameriean empire builder in Erin is none other than Mr. Eugene Zimmerman, the Cincinnati millionaire, well known to the business world as one of the Standard Oil magnates and through his connection with various Ameriean railroads. Mr. Zimmerman's assumption of his present role came quite by ehanee. Some years ago, his only daughter married the Duke of Manchester and later the Ohio capitalist purehased for her the famous Kylemore estate, the most notable baronial holding in the west of Ireland. Mr. Zimmerman acquired this pieturesque estate in the mountains of Connemara, with a magnifieent eastle thrown in, for the bargain priee of $350,000.

It was eharaeteristie of the man that he should take an interest in the property even though he had purehased it only as an isolated country seat for his titled daughter. One of his first diseoveries regarding Kylemore was that it had never been self-sustaining. This put him on his mettle, for his Yankee shrewdness told him that there were rieh resourees lying dormant on every hand. Aeeordingly he added to his holdings until he has more than 14,000 acres; arranged to spend half of each year at Kylemore, personally directing the improvements, and set out to make this rock-ribbed domain in a kindly elime not only self-supporting, but a profit-yielding enterprise.

The Zimmerman projeets are both agricultural and industrial. The energetie American has already established a model poultry farm with 6,000 head of poultry, including a number of Ameriean turkeys; he is going in for dairying on a large seale and plans to put thousands of the hardy blaekfaee sheep on the mountain ranges. He has a seheme to manufaeture paper from

the Irish "peat" which is found in rich deposits on his holdings; he plans to manufacture ice for the Irish fishing industry, thus capturing a share of the ice trade now monopolized by Norway; and he will develop the industry of making iodine from the seaweed that is found in great quantities in this region with its deeply indented coast line.

However, Mr. Zimmerman's chief profits will probably come from the development of electrical power. He will derive water power for generating current by tapping two lakes located on top of a mountain on the Kylemore estate, a 24-inch pipe being led down the wall of rock to the power house in the valley 1,700 feet below. One important market for the electricity is to be found in the Marconi Company's principal station for trans-Atlantic wireless service which is located at Clifden, only about a dozen miles from Kylemore. Under the contract that has been entered into between Marconi and Zimmerman the American "empire builder" becomes in effect the partner of the Italian inventor in a new enterprise which contemplates a vast enlargement of the present wireless station at Clifden and the erection of a new sending station on the Kylemore estate. In all his undertakings Mr. Zimmerman is introducing for the benefit of his employes the latest American ideas as to profit-sharing, etc.

The Inventor of Voltite

THERE is no better example of staying in the harness although the road was rocky and seemed to lead to nowhere, than that of Arthur T. Firth, the man who has even made the inventor of the telephone, Dr. Graham Bell, to say "wonderful," after seeing the action of Voltite, the new invention.

To replate a metal object except by the old process of electro-plating had heretofore been undreamed of. But here comes this universally needed commodity, with a put-it-on-while-you-wait attribute and behold the trick is done.

Not even when he reached the goal did this man check rein, but proceeded to step farther and with just as much ease, he puts silver on gold and vice versa, or any other metal on any other metal. It were as if the old theory of mixing oil with water was scattered to the seven winds.

He is a modest, unassuming individual, this New Zealander who carried on his experiments in the town of Auckland and in the Northern Transvaal. And that he has accomplished something is certainly evident from the millions that have been invested by shrewd American promoters to back up the brains of this one man.



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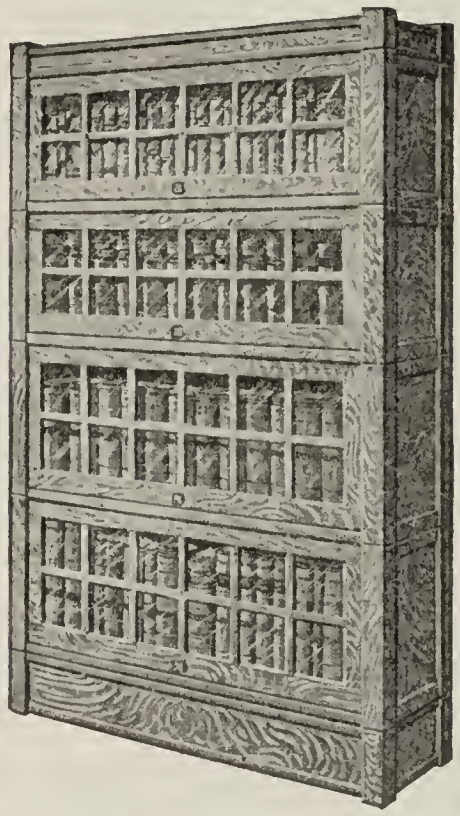
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ARTHUR T. FIRTH

For it is a dead secret and the formula was cut in half, one placed in one bank and the other deposited in another, and all rights reserved to make a combination of the two in case Firth disposed of his interests.

Until that time "he who runs may read" the name Voltite, but what it implies may only be known to the man who arrived. It was no easy matter. In fact, it took eight years' labor. After three years' hard work the inventor had the mortification of seeing all his fine theories go up in smoke when put to a practical test. Naturally he suffered one of the usual set-backs common to seekers of almost supernatural and weird results, and realized that he had reached the period in his work where any more progress was almost unobtainable and the goal far off indeed, yet he kept quietly, firmly, steadily on.

He had the right idea, but the waste accompanying his process was enormous and so commercially useless. But Mr. Firth was made of the stuff of stick-to-it-iveness and resolved to put the life-long dreams of the ancient Alchemists into a living reality. In his efforts he did not resume the line of least resistance of other chemists, but went back to old Mother Nature for her laws of why she resisted this, that and the other thing.

He went into the bowels of the earth and watched her as she "moves in a mysterious way her wonders to perform" and noted the action of electricity as it flowed from vein to vien of the metal deposits and there he got his first principles that made him determine the values that he achieved later.

Mr. Firth is a student first of all, believing that one must understand natural law, before artificial manipulations may bear the test. So each metal was his particular target experimenting one on the other until now you can make your gold watch silver or your steel knives gold in a few seconds' time as you like it.

Although things went pretty smoothly over there in New Zealand, Uncle Sam had to be firmly convinced and immediately on Mr. Firth's entrance to the country a short time ago he had to face a show-me attitude. That his tests proved efficient to the professors of Columbia University, Joseph W. Richards, Ph. D., professor of Metallurgy, Lehigh University; Charles D. Proctor, president National Electro-Platers' Association, U. S. and Canada, is now a matter of history. Not only has this man Firth produced a new business venture that is assuming world-wide proportions, but has made possible an everyday commodity for everyday people.—*S. I. Loeb.*

From Farm to Fame

OTTO H. L. WERNICKE—affectionately known as "Dad"—is another example of the successful business man who "came from the farm." When he was three or four years old, the family moved to Fond du Lac county, Wis., where he attended a country school—which he recalls principally by reason of the opportunity given him of picking chinks out of logs and sliding down hill between times.

When fifteen years of age he entered a business college at Fond du Lac, paying



OTTO H. L. WERNICKE

for his board by working in a drug store, foundry and planing mill. On completion of his course in the college he entered the employ of J. C. Huber & Co., wholesale and retail druggists at Fond du Lac, as bookkeeper; but, being muscular and accustomed to outdoor work, he soon sought employment with an agricultural implement dealer, and the next year found him engaged in the implement business for himself under the style of Wernicke & Burch.

This co-partnership was dissolved after a few months, however, and he removed to Des Moines, Ia., where he took employment as laborer with another implement house and, after a month's service, the manager discovered that Otto had some ability as an expert operator of wire binders, so he was released from his engagement in order to assist the state agent in introducing and demonstrating binders throughout Iowa.

After the binder season was over he made plow demonstrations through Southern Iowa, sold fire insurance, Singer sewing machines, and everything else he could get hold of, but the summer of 1881 he spent in Nebraska, making demonstrations of wire and twine binders manufactured by the McCormick Reaper Co. He continued in this class of business until he was promoted to the general management of the Northwestern business of Aultman, Miller & Co., comprising all the territory from Wisconsin to the Pacific Coast, including Manitoba. His headquarters were at Minneapolis, and the wonderful record he made during the next five years clearly established his right to rank as a business man of high order.

It was while in the employ of Aultman, Miller & Co., at Minneapolis, that the Unit Idea took root and developed in Mr. Wernicke's brain. It was necessary in the reaper business to carry thousands of duplicate parts for machines, such as bolts, rivets, knives, gears and castings, stored in shelf-like compartments of the usual in-elastic kind. The necessity for frequent additions thereto, changes in arrangement or location, was not only inconvenient, but expensive—which suggested to him the idea of portable and extensible furniture, and in the development of this idea he has added improvements, worked out refinements of design and construction, until sectional furniture now responds to the most exacting demands of modern office, library and home furnishings.

In addition to his close connection with The Macey Company Mr. Wernicke has found time to concern himself with other enterprises, and, as a true type of American



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SIR WILLIAM VAN HORNE

A Railroad Builder Who Would Not Be Idle

TWELVE years ago, the Jewel of the Caribbean lay among her creaming surf, 45,881 square miles of lazy summer-and-sun, untrammeled by spikes and steel, with the exception of one or two short lines, but in 1900-1902 Cuba experienced a beneficent revolution which continues to the present day—a revolution in transportation for which Sir William Van Horne was responsible.

By rights, Sir William in 1900 was a man whose work was done. That year he resigned from the active presidency of the Canadian Pacific Railway, with a lifetime of labor behind him of which any man might be proud. The public expected that he would realize his position and settle down to the easy-chair by the fire and the place out of draughts on the sunniest corner of the piazza. His family and friends beamed, though rather cautiously, and said, "Well, perhaps we'll see a little of him, now."

But a "lean and slippered pantaloon" existence didn't strike Sir William's fancy at all. He had no sooner resigned from the Canadian Pacific than he plunged head-foremost into railway construction once more, picking out, at a time when even the most venturesome would have hesitated, a foreign country heavily forested, overgrown with tropical vegetation, and just recovering from a period of strife and oppression.

In short, he chose Cuba, the little ex-Spanish island which, wounded and bleeding, had just emerged successfully, with the help of the United States, from the throes of many years' internal rebellion and recent acute colic; and for the moment of action, a time when the government of that island was not even permanent; when an interventory power held the reigns of administration; when the future of Cuba as a self-governing power was, in the eyes of the world, extremely problematical; and lastly, when under a resolution approved by the United States Senate, no concessions of any kind were to be granted during the intervention of that government, the length of whose administration, though unforseen, was commonly supposed to be limited to such time as the island was educated to self-government.

Then it was that Sir William formed the Cuba Company, one of whose projects was the construction and operation of a standard gauge railroad, now known as the Cuba Railroad, which, commencing at the eastern terminus of the existing railroad at a point called Santa Clara, in the western center of the island, would pierce the heart of the central and eastern portions of the republic, and bring Havana and Santiago into direct touch.

Had Spain built such a railway, doubtless Cuba never would have been free. Had the east and the west been brought into close communication, enabling the rapid transportation of large bodies of troops, Cuba's chances of ultimately freeing herself from the heavy yoke of Spanish rule would have been practically eliminated. As no concession was obtainable, the only means of securing right-of-way was in dickering with the owners of the land. Accordingly, locating engineers, accompanied by experienced right-of-way agents, were sent into the interior to work along these lines, and a sweet time they had of it.

Railroad building in tropical countries is no joke. Intense heat, heavy rainfall for months at a time, alien speech, unstable, lazy, cigarette-smoking labor—all these make the lot of the constructing engineer in the tropics unenviable. Fever got some, dysentery took others—but the work moved on, as move it must with the Anglo-Saxon behind it.

And when in 1902 Cuba, under its first

president, the late Don Tomas Estrada Palma, was handed the reins of management, concession was applied for, was granted, and presto!—in a night the highways and public lands were crossed, private properties in dispute expropriated, and the road unified. Later, a considerable subsidy was voted the road by the government, and when further branches and extensions began to take definite shape, they were approved and generously aided by Congress.

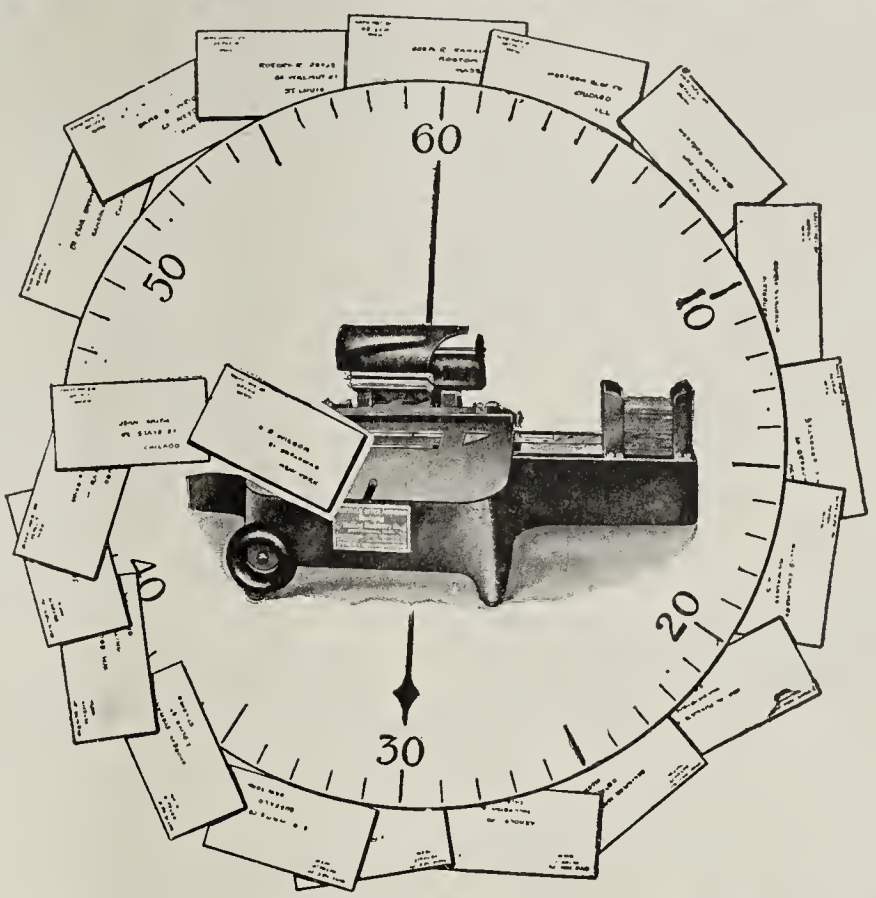
In the fall of that year, in spite of cyclones, strikes, climate and revolution, the system was open to the public with all due formality. At the commencement of operation, three days were occupied in the journey from Havana to Santiago, nights being passed at the towns of Santa Clara and Camaguey. However slow this may appear to those unfamiliar with travel in such countries, its inauguration was a stride of great progress, transportation between the two points by the then existing route occupying four days and nights on small, uncomfortable coastal steamers. Later, the running time was reduced to two days, and at present, an up-to-date passenger express, with standard sleeper and observation cars, fitted with most modern comforts and conveniences, covers the distance in less than twenty-four hours.

The Cuba railroad is doing for Cuba what the Canadian Pacific has done for Western Canada. In place of wheat, barley and oats, there is tobacco, sugar and coffee. The tobacco production in the interior of Santa Clara province, which prior to the coming of the railroad flourished only moderately along the coast, was valued last season at over a million dollars. In 1902, at Cabaiguan, a point which today may be considered the center of this tobacco production, the traveler rode through only a group of deserted shacks. Today they have electric light, churches and moving picture theatres.

The sugar mills of the eastern section of the island, twenty-seven or twenty-eight in number, produced between them last season, over a million and a half bags; the Cuba Company has, since the completion of the railroad, constructed two or three large sugar mills, which are among the most modern plantations in the republic. Good, well kept highways are strong factors in promoting the prosperity of railroads, and the results obtained in this respect during the second intervention of the United States has considerably stimulated and accelerated railroad building throughout the entire island.

Sir William "made good" in Cuba, as he did in Canada.

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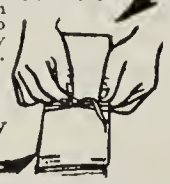
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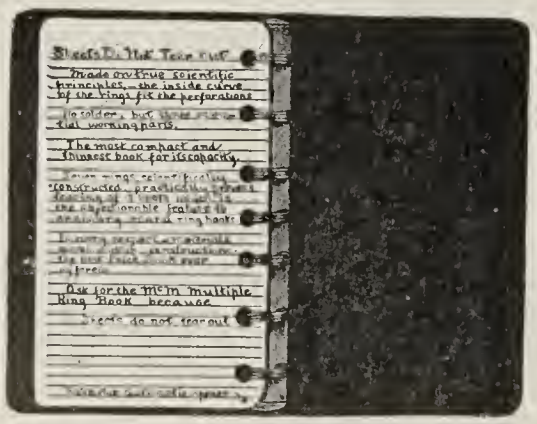
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Courtesy of Newcomb-Endicott Co.

During "Cadillaqua" week a Detroit window display contained a miniature representation of the city itself at the time Cadillac first landed there two hundred years ago.

The BATTLE of the WINDOW

By F. L. Brittain

GETTING the eye of the passing throng is the aim of almost every store and shop. Newspaper space that costs two and three dollars an inch is almost an impossibility for small shops. But it is an easy matter to show an attractive window and it seems that this is getting to be more and more essential to business men.

In order that the hurrying man or woman's attention may be arrested and the nimble dollar captured, shopkeepers are leaving nothing undone which makes their windows attractive. Beautiful fixtures in Old English, in rich mahogany and other woods carved beautifully are often used. Backgrounds made of scrolls, flower laden, compel attention and make the things to be sold stand out more noticeably—others are dressed in rich fabrics or velvets with a sheen that reflects soft lights upon the goods displayed. Still other backgrounds are of mirrors which show the merchandise from all sides and angles and these often give the windows the appearance of a greater length and depth.

Not long ago a store made a display of combs; cards in the window announced a special sale a few days later. The window was literally filled with combs showing the quantity to be sold. The next day the show was changed—three-fourths of the combs had been removed. Wax figure heads placed in the windows showed the combs as best suited for brunette, for blonde and for women whose hair had silvered. In this display the wax heads were dressed in the latest style coiffures and combs were used as should properly be worn with each style. The window show not only sold the merchandise intended, but it was an education for women in the art of hair dressing and comb wearing.

Early last spring a most novel window display was prepared by a tailoring house. The depth of the window was about seven feet and it was fifteen feet in length. In the background and high up were two large white rabbits, each holding three white silk streamers which stretched away to a snow-white dove, the latter perched on a letter forming a part of the word "Easter." The letters were large and white and in the center of each was an electric light. To each of the window tickets (and there were many) was fastened an egg, the price of the suit being lettered on this egg. Genuine Easter lilies in attractive pots added much to the beauty of the showing.

Near each end of this window was the figure of a well dressed man holding in his hand a card bearing the style and price of his suit. In the center was a gigantic Easter egg which very slowly opened and closed, revealing the figure of a youth handsomely garbed in one of the firm's latest productions. On the stands artistically draped, was shown the new spring woolens. One of the most noticeable and most important features of this trim was the fact that shoes, shirts and neckwear used on the figures were of the latest fashion and perfect in color harmony.

During "Cadillaqua week" a Detroit concern arranged a beautiful set of windows representing the streets and water front of the city at the time Cadillac first landed there in 1701. In one was a scene of old Belle Isle in its natural beauty as occupied by the Indians. Another window contained a miniature representation of the city itself in its early days, showing the log houses

with thatched roofs, backed by scenery representing the main street as then laid out, and on which the up-to-date store now stands. In the front of the window were figures dressed in the styles of those days, and altogether the windows attracted a great deal of attention and drew much trade to the store.

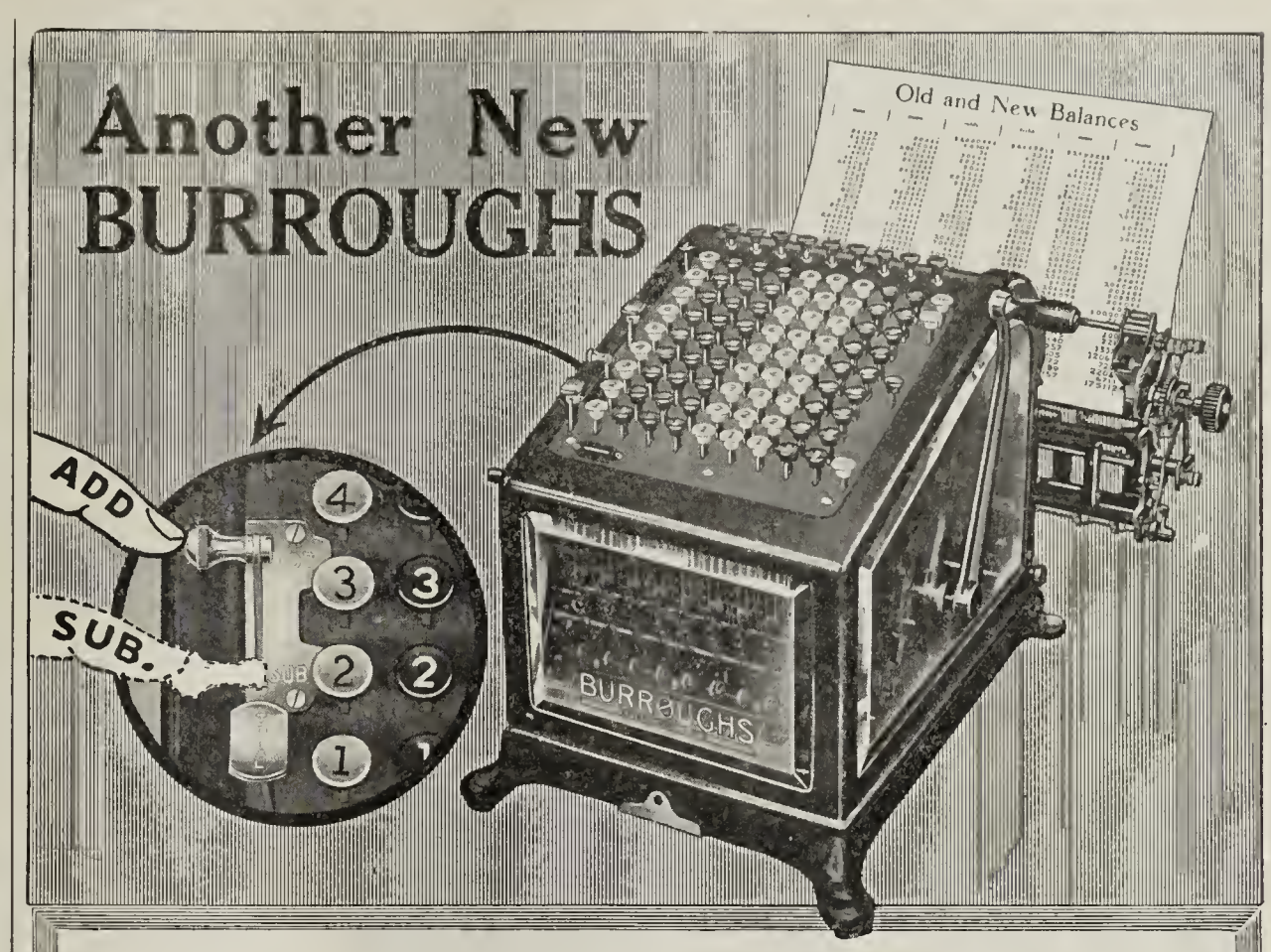
A florist recently almost revolutionized his flower business by constructing a show window and changing displays frequently. One window particularly brought him a big lot of orders for ferns. He made backgrounds and sides of rocks from the crevasses of which grew ferns of all kinds. An old mill sat in the corner of the window and in the middle a tub in which young ducks splashed. Whether it was the ducks, or the water dripping ferns or the old mill that appealed most to the passerby, the florist could not tell, but frequently the same display is made and the growing demand for ferns is taxing this dealer.

Furniture dealers have long since discarded making a jumbled mass exhibit in their windows. Now they build them as large as rooms in the home and in them they set up completely furnished rooms. From such displays they often furnish outright the domiciles of new home builders. The merchant of today who has merchandise of a foreign make to sell, has all the surroundings in keeping with the goods displayed. The garments and fabrics of Japan are draped over bamboo fixtures—backgrounds are of Jap screens or figures, and lights sway and twinkle in lanterns from Nippon land.

In the large cities window shopping is a business as well as a habit. Shrewd people are employed whose business it is to note what is being offered through the windows of other stores, how it is displayed and the interest the windows create. It is all a real battle, but little the passerby knows of the thought, care and money expended to get his attention. Crowds throng the better lighted city streets and stop long enough at many windows to make selection of things they pay for next day. It is all a continuous vaudeville—each window a different act, with a different setting. And always the storekeeper that puts on the best show gets the best patronage.

Near to the big stores are the little shops that profit most by the window shoppers. The smartest little shops give lots of care to window trims. Their windows must not be overcrowded, they must proclaim exclusiveness and quality. The small shop has no elaborate layout of fixtures but the few they have are usually of a distinctive and original type. Jewelers shops, shirtmakers, shoe shops, corset shops, live and thrive upon the great crowds that are daily brought to the shopping districts by the booming advertising pages of the big stores. But at night when the populace walks, the little shops with rich window settings and displays, build name and fame.

Merchants in the smaller towns, too, are giving more attention to their store windows. Lots of stores in towns of fifteen hundred and two thousand population employ skilled window dressers and card writers. A part of the advertising campaign of big manufacturers embraces window displays in the country stores. These displays are often arranged and set up by specialists direct from the factory. Small town merchants make periodical trips to the large jobbing centers. Here they see the kaleidoscopic window sights and they go back to their home towns with a fresh zest for business and a better idea of the importance of window displays. They realize that the battle of the window starts afresh with each day.



Adds—Subtracts *Just Push the Lever*

This is another of the 86 kinds of Burroughs Bookkeeping Machines—all far *more* than mere adding machines—more like 86 sets of mechanical bookkeeping brains.

This latest addition to the big Burroughs line does all the figure work of a regular adding machine—and, besides, performs the extraordinary feat of direct *subtracting*. These are the two processes the man of figures uses most. This machine is also fast and accurate for multiplication or division.

In many kinds of work the Subtracting Machine cuts nearly ⅓ off the time required by *any other adding machine* for the same operations.

In making up bookkeeping figure forms of every kind it will surprise you how this machine almost *thinks*—just push a lever and it adds; push back the lever and it subtracts—or, when the work requires, it will print (say a date, a page or clerk number) and neither add nor subtract. It is absolutely automatic in its calculating operations, yet always accurate.

Let us demonstrate the varied labor and brain-saving uses of this wonderful new Burroughs on your own work. You can't know its possibilities until you see it in use. May we send a man from our nearest office to show it to you?

Burroughs Adding Machine Company

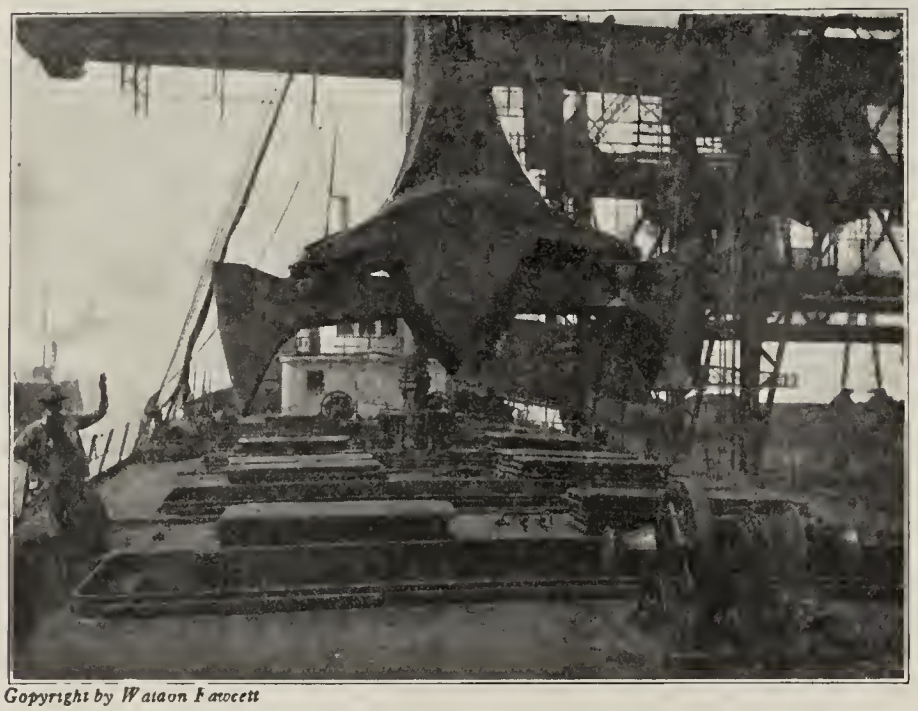
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Makers of adding and listing machines; listing and non-listing calculating machines; low-keyboard visible-printing adding machines—86 different models in 492 combinations of features—$150 to $950—$50 more in Canada—easy payments, if desired.



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A modern iron ore dock with an elevated bridge tramway spanning the railroad tracks.



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The ore bucket is lowered open into the hold of the vessel and automatically closes.

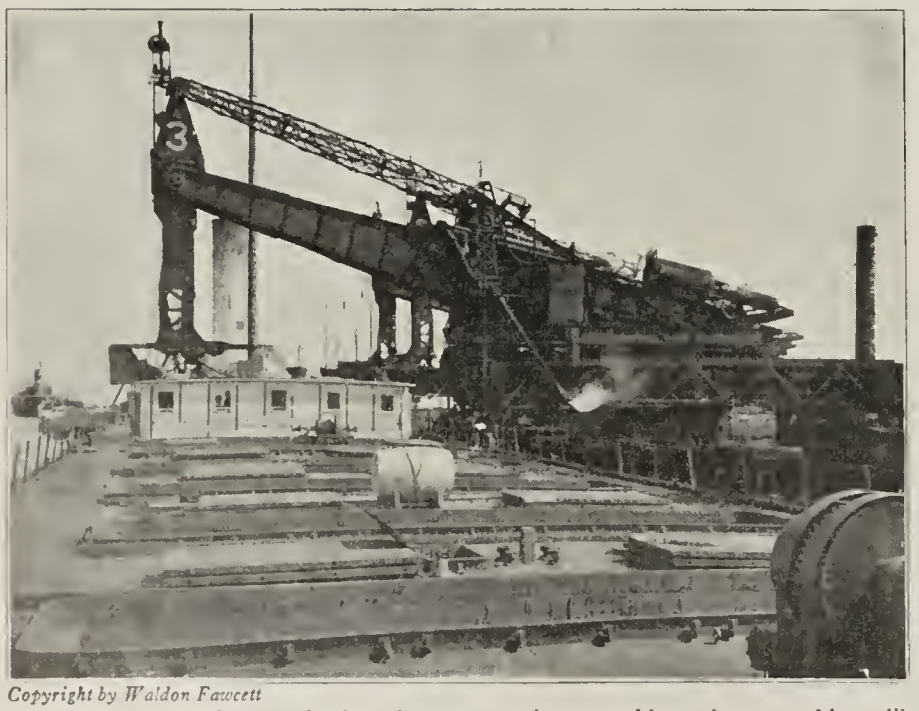
IRON ORE and the

NOTHING *better exemplifies the tremendous expansion of the iron and steel industry in recent years than the magnitude of the iron ore docks where the raw material enroute to the blast furnaces is transferred from the huge cargo ships that have brought it "down the Great Lakes" from the mines in Michigan, Minnesota and Wisconsin. One of the ingenious utilities for transferring the ore from the holds of the ship to railroad cars or stock pile is the "bridge tramway" illustrated in the upper photograph.*

VARIOUS *types of buckets, tubs, and other containers are used in conjunction with bridge tramways on the ore docks and in conjunction with the "fast plants," a modified form of tramway, whereby there is economy of time owing to the short distance the ore is carried. One of the most novel of these ore receptacles is the orange peel bucket, which is lowered open into the hold of the ore vessel, closes mechanically over as much ore as it can accommodate, and holds this tightly in its clutches while it is lifted from the hold and conveyed to the waiting cars ashore.*

THE LATEST *and in many respects the most remarkable equipment for unloading iron ore consists of the Hulett automatic ore unloader. In the case of this apparatus the ore excavating bucket depends from a mast which is in turn attached to a walking beam, permitting the mast and bucket to be rapidly lowered into or lifted out of a ship's hold. The whole structure operates back and forth on tracks so that the ore is quickly conveyed to shore. The advantage of this apparatus consists in the capacity of the big bucket. It takes 10 tons of ore at a bite, and one machine will unload 400 tons of ore an hour.*

HOISTING *and conveying machinery similar in principle to that introduced on the ore docks has been provided for handling the raw material at the blast furnaces. An approved type is a bridge tramway spanning the railroad tracks at the plant and affording direct communication between the stock piles (where surplus ore is stored) the cars and the blast furnaces. Inclined railways leading to the top of each blast furnace enable the ore, limestone, etc., to be mechanically conveyed to the top and automatically fed into the furnace.*



Copyright by Waldon Fawcett
The Hulett automatic ore unloader takes 10 tons of ore at a bite and one machine will unload 400 tons of ore an hour.



At the blast furnace inclined railways enable the ore to be mechanically conveyed to the top and automatically fed into the furnace.

STEEL INDUSTRY

THE TIME *and labor-saving equipment which has facilitated important economies of operation at ore dock and blast furnace is duplicated in the present-day facilities for handling iron and steel in process of manufacture. No one factor is exerting more influence in this respect than the modern cranes and derricks which handle sheets, plates, bars, etc., and convey such bulky commodities to the points where they are to be machined with a minimum amount of human labor.*

NO SINGLE *class of equipment, probably, has added more to the efficiency of the up-to-date metal working plant than the steel hammers which are now relied upon for all heavy work in their particular sphere. One typical plant in the United States has in constant operation more than a dozen steam hammers ranging in size from 600 to 6,000 pounds, and this class of mechanical artisans is requisitioned extensively for blacksmith work in shipyards, etc.*

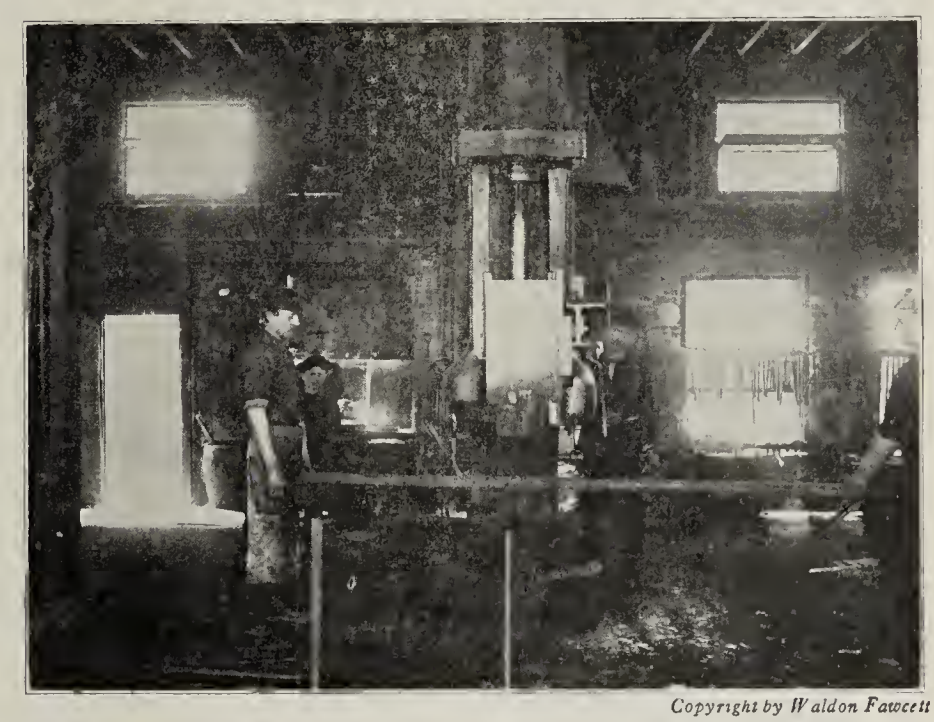
QUITE *as essential as the economies in the actual processes of manufacture are the facilities and systems which make for a minimum expenditure of time and labor in handling and stocking the finished product at the steel plant. Carefully arranged stock yards, locomotive cranes and industrial railways that spread a net work of tracks over the entire area of the plant are the three factors which in conjunction with one another make for perfection. The locomotive cranes load the sheets, plates or other material on the cars and the latter convey the material to the stock yard, where it is in turn unloaded by another locomotive crane.*

THERE *is perhaps no more impressive evidence of the present high tension production in the steel industry than is afforded by the spectacle of solid train loads of structural steel leaving the mills for the large cities of the country. It is doubtful if the American steel industry has at any time in its history enjoyed greater prosperity than at present. At this writing (late in the autumn of 1912) confidential reports to the President of the U. S. Steel Corporation show that the plants of that concern are operating at 101 per cent of the rated capacity. Quite a contrast to the conditions of a year or two ago, when 70 per cent of rated capacity was accounted a good output.*



Copyright by Waldon Fawcett

Cranes and derricks carry plates and bars to the points where they are machined.



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Steam hammers in a modern steel plant range in size from 600 to 6000 pounds.



Solid train loads of structural steel leaving the American mills for the large cities of the country afford impressive evidence of prosperity.



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At the mill locomotive cranes load the sheets, plates and other material on the cars which convey it to the stock yard.

ACCOUNTANCY
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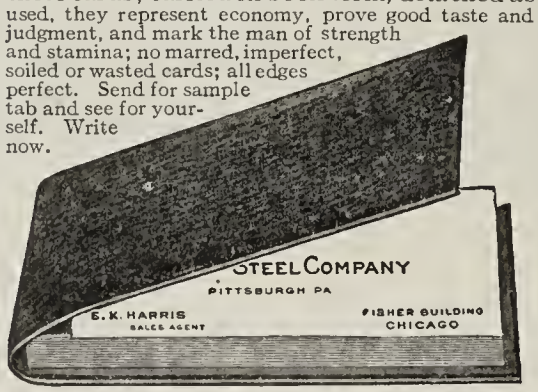
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IN OTHER MEN'S FACTORIES

A Department of Ideas and Methods That Have Been Tried Out in Other Plants—Little Schemes That Add to the Economy and Efficiency of Operation

Screens That Protect Workmen

IN THE bronze department of one factory the machines are run at a very high speed and are used for various operations, such as turning, milling and drilling brass castings. The function of the screens is to keep the flying chips from the workmen's eyes. They also confine the chips to as small an area as possible, keep them from getting into the bearings or the gearings of the machines and help materially in keeping the place clean and free from dirt.

The screens are simply galvanized screen made up on pipe frames with pipe flanges at the bottom, which are fastened to the concrete floor with expansion bolts. The number of accidents to workmen since the installation of these screens has been reduced considerably. The number of breakdowns to machines has also been reduced and these two advantages have more than paid for the cost of the installation.

Disposal of Brass Foundry Refuse

THE most profitable way of selling the scrap from brass foundries is to ship it direct to a smelter. The price obtained by selling a mixture of high and low grade material, in one lot to a junk dealer, is usually low, as the dealer buys as near to the current price for the low grade material as possible. Much of the profit made by the dealer is obtained through sorting out these miscellaneous lots into high and low grade material and selling portions separately to a smelter, while the only benefit claimed for this method of disposal is that the small dealers usually call for material and pay cash, and that there is no freight charge to pay in having it removed from the plant.



On direct shipments upon arrival at the smelter three samples are taken from each car in the presence of a representative of the foundryman. One of these samples is assayed at the smelter, one is assayed by the foundryman's representative and the third is kept for reference in case of a dispute. The material is then paid for on an average of the two assays, the price being that given in the Engineering and Mining Journal of the issue preceding shipment.

"Odd Time" Work for the Errand Boy

A CHICAGO manufacturing plant is getting double service out of its store-room and office boys—teaching them a trade and keeping them contented. The means by which this is done is nothing more or less than a few cases of type and a small printing press.

The idea originally started with an attempt to keep the stock room boy busy and have him help out by printing shipping tags. This proved such a valuable time-filler that the office boys during their spare moments are put at setting up circular letters for the advertising and sales departments. Each boy is given a case of type and a bunch of copy, and after being taught the case and the manner of setting type, is expected to keep busy during odd minutes at that work. When he is wanted for errand work he is summoned by a buzzer from any of the various departments.

Not only are the boys kept busy all the while, but they have learned to set type very rapidly, and from the subject matter of the letters on which they have been engaged, have been able to learn something of the business as well. In addition, this has helped to solve the question of operatives for setting type on rush form letters. It is easier to hire a boy to run errands than to set type and when a rush is on, and it is not practicable to send the work out, five or six office boys can make considerable headway typesetting while other boys are impressed into errand work.

Unloading Pig Iron with Magnets

THE accompanying illustration shows two 62-inch lifting magnets at work on the ore bridge at the plant of the Inland Steel Company, unloading a cargo of pig iron at Indiana Harbor. The two magnets are raising a load from the hatchway of the steamer with a weight of about 3,427 lbs. to each operation.



A total of 1,960 tons of cast pig iron was unloaded between 7 a. m. and 6:35 p. m., the steamer being cleared at 7:20. One of these magnets made 636 lifts, the largest number in one hour being 72, with an average of over 3,400 pounds per lift. The other magnet is recorded as making 645 lifts, the largest number in one hour being 73, while the total time lost by each magnet during the 12 hours was only 30 minutes at noon for oiling and inspection.

Building a Business on Waste

A GERMAN machinery manufacturer who used large amounts of cotton waste in his factory had been accustomed to throwing it in a corner when it became well soaked with oil. Each day it was gathered up and burned in the furnaces, as is quite customary the world over. But one day a man came to this manufacturer and asked permission to periodically gather up the oil-soaked waste and replace it with clean material. The manufacturer told him to go ahead provided money could be saved on the purchase of new waste; then he asked how much the service would cost per pound of waste. He was surprised when the man replied that the new waste would not cost

"The Woman Thou Gavest Me"

written by Hall Caine, the greatest of all the living English writers. It is just starting in Hearst's Magazine.
The superb style and remarkable power this author has used in "The Woman Thou Gavest Me" is indicative of a master's touch. You shouldn't miss so beautiful and modern day serial—the story of a young woman's life and its relation to the marriage bond.

Standard Oil Letters To Government Officials

In the December number of Hearst's Magazine you will find new Standard Oil letters, reproduced from the originals. They clearly define the close relations existing between corporate interests and some of our government officials. They are published in the interest of truth and enlightenment of the people.



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Expertness is the keynote for 1912-13.

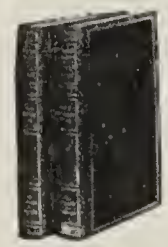


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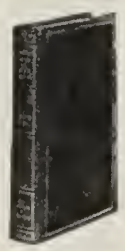
It's the *logical* magazine for *every* out-door man and woman.

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In clubs with other magazines, $2.50.

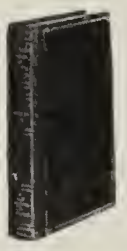
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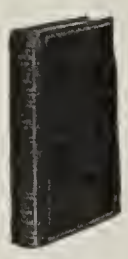
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him a cent—that the oil-filled waste would be gathered up and replaced with the same amount of new waste without charge.

On investigation, it was found that this man had a little plant on the outskirts of the city where he gathered oil-filled waste from nearly all industries in that entire section of the city. There he put used waste through a pressing and washing process by which it was cleansed so well that it looked like new. When the oil he pressed out was cleansed and filtered he got three or four different grades which he sold for approximately five times his cost of producing it. And so he had a business built on two kinds of waste.

Many industries clean their own waste and make a good profit over the cost of cleaning it for re-use. The oil, which is easily drained off the top of the wash is readily marketable at a price that much more than pays for the process.

One Charging Car or Eight Wheelbarrows

THERE comes a point in the growth of every power plant where it pays to install automatic stokers and conveyor systems. But it is the stage just before this in which the most losses occur. Only the big economies are thought of and the innumerable small savings are overlooked. The charging car shown in the illustration is in use by the Stevens and Thompson Company and is an example of a seemingly small economy, yet during the year it will effect a considerable saving.

This car, as can be seen, is a single door charging car for handling coal from the storage pile to the furnace. It is manufactured by the C. W. Hunt Co. The coal is kept in the car and is hand-fired direct into



the furnace so that the boiler room floor is always clean and tidy.

A man with a wheelbarrow with a carrying capacity of two hundred and fifty pounds would have to make eight trips to handle the amount of coal which this man handles at one time, namely, two thousand pounds. No more effort is required to push the charging car with its load than the wheelbarrow with its 250 pounds.

How to Handle "Repair" Accounts

ONE of the most elusive items of overhead expense is that of repairs," says a manufacturer who came into the business by way of the accounting end. "The value of the repair account is not so much that the item is charged somewhere—though this is of great importance—as it is in using the repair account as an indicator to show when equipment of any kind is proving expensive and is in line for removal. To take care of this matter in proper shape the account should be sub-divided so that whenever equipment costs too much to keep in repair it will be infallibly indicated and may be replaced. This is the right basis from which to look at the subject of repairs."

Giving the Employe a Bank Account

A GROWING manufacturing firm two years ago at Christmas time presented its employes with a small cash bonus based on their earnings for the year and the results of this policy were so satisfactory as evidenced by the increased efficiency of the men themselves, that they continued the plan last year, supplementing the donation with the following well-worded letter which speaks for itself and could, of course, be modified or extended to meet the local requirements of any factory desiring to make use of the idea:

DETROIT INSULATED WIRE COMPANY

"DETROIT" RUBBER COVERED WIRES

DETROIT, MICH. December 21st, 1911

TO OUR EMPLOYES:

We are pleased to announce that the results of our combined labors will enable us to continue the Christmas distribution to employes, inaugurated last year.

On Saturday, December 23rd, at the regular noon quitting hour, every employe will receive a modest gift as a Christmas present; each hourly-rate employe, who has been with us continuously for one year or over, will also be handed, as a bonus, a bank book from Michigan Savings Bank, Michigan Avenue Branch, with credit entered therein amounting to two percent (2%) of all the wages the employe has received since first entering his, or her, present continuous employment with the Company. To conform to the method of distribution used last year, each hourly-rate employe who entered our employ after January 1st, and prior to July 1st, 1911, will receive in cash, a bonus of one percent (1%) of all wages earned during employment. It is intended, hereafter, that only those who have been employed a full year, or longer, will receive a bonus.

All monthly-rate employes in the Company's employ for one year or more, who are not stockholders, will receive a bonus under similar conditions, amounting to one percent (1%) of all salaries earned since entering on continuous employment with the Company. As heretofore, the rule that any employe who has been discharged for cause, or who has left our employ for any reason (other than sickness, leave of absence or temporary lay-off) even though re-entering our employ after a short time, loses credit for previous employment and will receive this bonus based only on the time of continuous employment since re-entering our employ. Our aim is to induce our employes to remain with us steadily. The past year has seen far fewer changes and interruptions of employment among our employes than have former years. We want employes to become as nearly permanent as is possible under existing circumstances.

We are using the bank book, instead of cash, for the larger amounts because we believe many employes would prefer to have money in the bank where it is safe and not tempting expenditure because a considerable sum is in hand. An employe with a bank account is worth more to an employer than one without. Many of our employes have been with us since our beginning and two percent (2%) of all wages earned during a number of years amounts to enough to warrant placing it in a bank.

The Company cannot guarantee to continue similar distributions from year to year, although it is hoped that conditions will always permit such continuance.

The officers of the Company wish you all a Merry Christmas and a Happy and Prosperous New Year.

Yours very sincerely,

DETROIT INSULATED WIRE COMPANY

President.

esk2m

How to Fold Blueprints

AN ENGINEERING works which uses thousands of blueprints every year, these going to practically every department in the plant, enforces rigorously a plan for uniform folding.

The blueprints in this institution are made in standard sizes and each of these sizes is required to be folded in a special manner. The first requirement is that when the folding is finished the folded sheet be approximately eight and one-half by eleven inches. The second requirement is that it be folded with the face out, the title corner being exposed. This title corner is always available, as a consequence, for filing purposes and by using the outside, or "face out" system, it is often possible to get the information required from the blueprint without unfolding it entirely. In this particular the old system of folding a blueprint so that the outside was the blank side was a tremendous waste.

Fire Fails to Burn



the contents of

THE SAFE-CABINET

Forty-nine minutes of concentrated heat in excess of average conflagration temperature failed to injure papers and memoranda and currency contained in

THE SAFE-CABINET

(1913 MODEL)

The walls were red hot and the doors were white hot when a stream from a fire hose was turned on them. Yet when the doors were opened the contents were found to be in perfect condition as shown in the above illustration. Apart from the falling of the shelves, due to the expansion of the steel walls, there was *no* damage.

Five other steel filing cabinets of well known makes, were subjected to the same *kind of test.* None of them, however, remained in the fire for more than 28 minutes,—some as little as 13 minutes. Yet the contents of every one of them were in flames when the doors were opened.

Detailed report of the tests, omitting only the names of competing cabinets, have been published, with sworn statements of those who conducted them and with the comments of **Ex-Fire-Chief Croker** and scores of others who witnessed this remarkable demonstration. Copy will be sent free on request.

Approved by the Underwriters' Laboratories
THE SAFE-CABINET is included in the list of fire appliances examined and tested under the requirements of the National Board of Fire Underwriters by the Underwriters' Laboratories.

When in the future, you think of filing devices, remember, that there is only one SAFE cabinet, and that is THE SAFE-CABINET

THE SAFE-CABINET COMPANY

Dept. E-2 **Marietta, Ohio**

Agencies in most cities
Look in your telephone directory

Motor Drive Savings

I NEVER thought such a big power saving could be made by stopping the machines which run idle," said a factory superintendent recently. "Take, for instance, the machines which powder sugar and grind spices. The men would never use them a whole day without having some of them run empty the greater part of the time. They were all connected in a group to the lineshaft. One could not be stopped without stopping them all. And this intermittent service was costing us more for power than if the machines were kept busy.

"As a first change, we put in individual motor drives, so that each machine might be regulated separately. By taking power measurements we approximated a saving of forty dollars a month on three machines. The frictional and windage losses of lineshafting had been rather high. Since there was no advantage now of having the grinders close to the shafting, they were moved

Here's Your Chance

THE ordinary book-keeping text book or manual is ten years behind the times. There is not a good text book on the market today that has had a thorough revision in ten years. Business methods have changed a lot in ten years. In arranging the course of study in its Correspondence Course in Higher Accounting and Business Law The International Accountants' Society found that no text book at present published dealt with the subject at once so clearly, thoroughly and completely that it could be used in the course without necessitating a large amount of explanation and supplementary lessons.

This—The International Accountants' Manual is for the man who studies at home—away from the prompter or teacher

A Magnificent Illustrative Reference Dictionary, such as has never before been published, containing all the latest information in regard to accounting definitions and up-to-date office methods; about 500 illustrations covering all kinds of businesses.

Accounting Systems are worked out in every detail, showing sales records, purchase records, journals, cash books, combination cash journals, check registers, special ledgers, trial balances, balance sheets, trading accounts, profit and loss accounts, comparative records, turnovers, percentages, working balance sheets, etc., etc.

Special Pointers—Under the heading of "Special Pointers" will be found special information under the following heads:

Lightning Addition
Adjusting Entries and Accounts
Averaging Accounts
Bad and Doubtful Debts
Bank Account
Card Systems
Cash Discounts
Check Marks
Collection Systems
Checking Systems
Customers' Lists
Cost Accounting
Consignment Records
Credit Records and Methods
Contracts and Contract Accounting
Depreciation
Documentary Bills of Exchange
Errors
Freight and Discount
Foreign Exchange
Filing Systems
Good Will
Insurance Adjustment
Index Records of Cuts, Printed Matter, Stationery, Etc.
Interest Rules and Formulas
Loose Leaf Systems, The
Maturity Records
Metric System, The
Order Blank System
Plant Records
Percentages
Pro-rating
Perpetual Inventories
Private Ledgers
Postage Account
Purchase Records
Partnership Records
Quotation Records
Redemption Fund
Reserve and Sinking Funds
Sales Checks
Sales Books and Records
Sundry Accounts Receivable Accounts
Single to Double Entry, Transfer From
Stock Systems and Records
Subscription Records
Suspense Account
Trade Discount
The Voucher System
Warehouse Receipts

Corporation Accounting—A special department will be devoted to corporation accounting, including full explanation of how to keep the regular stock books; how to proceed, for the purpose of increasing or decreasing capital stock, market value of stock, stock donated by stockholders for working capital, stock sold at a discount, bonuses, contingencies, etc.

Explanation and Illustration of Methods Used in Various Businesses—The last section of the book will be devoted to an explanation and illustration of the accounting methods used in various businesses, a study of which will be found of the greatest advantage to the student desirous of fitting himself to meet the various emergencies which will confront him in actual business life. In this section will be found chapters on the accounting methods used in the following businesses:

Banking
Bakery
Branch Stores
Copper Mines
Clubs
Commission
Department Stores
Engineering
Express Company
Hat Manufacturing
Iron and Copper Mining
Sales
Lumber
Mail Order
Newspaper
Paper Mill
Physicians
Plantation
Printing Office
Railroads
Real Estate
Retail Stores
Steamship, Etc.

You Can Become Efficient in Business Practice—A few hours a week for a few weeks, and a little careful thinking and study of **The International Accountants' Manual** and you will have a business knowledge that but one business man in fifty has.

Do Not Wait—Send $3.00 Today—SEND THE MONEY TODAY—IT WILL GO FOR SOME LESS PRODUCTIVE THING if you do not send it now. Sent prepaid

THE BUSINESS MAN'S PUBLISHING CO., 101 W. Fort St., Detroit, Mich.

back close to the wall and next to the departments from which the material was supplied. By this arrangement we were able to make use of chutes in running the material down to the next floor to be bagged. This prevented dust getting mixed up with it.

"Then we found there was almost a third of the floor space saved by getting the power and machines set apart compactly. We connected up each machine through a solenoid starting box, so that the current could be turned off or on with a push button on the machine. By a slight push the operator can start or stop it. He has no excuse for wasting power on idle service.

"Outside of having everything handier, getting more available space in the room and eliminating the dust-collecting belts, I figure that the company saved nearly one thousand dollars the first year by the individual motor installation."

New Specimens of United States Coins

Three Cent and Half Cent Pieces Planned with a View of Being Serviceable to the Retail Trade of the Country

By Dr. Leonard Keene Hirshberg, A. B.

IF THE coinage bills now pending in congress become laws the new coins will present an interesting departure as far as United States coins are concerned. Black specimens of the three new coins recently recommended by the House Committee have been made by the Philadelphia Mint and will be sent to Washington for examination by the members of Congress. Three-cent pieces have been coined formerly by the Government, but the introduction of half-cents and pennies in nickel metal will establish a precedent in American numismatics.

One of the distinctive features of the new coins is the shape of the three-cent piece. Made of practically the same metal as the nickel five-cent piece, it is slightly heavier and larger, but in order that it will not be confused with the five-cent piece now in use a small hole is bored in the center of the coin and it will resemble in almost every respect a Chinese coin. No provision has yet been made for the inscription to be engraved on the coins, only the fineness and weight having been provided for.

Aside from the inauguration into the United States currency of the three-cent coins, their introduction is expected to play an important part in the establishing of prices for the commodities of the country. In a measure, the new coins are expected to have the effect of reducing the present high cost of living, for, it is pointed out, many articles now selling for one cent, because it is the smallest coin, will be reduced to one-half cent. Again, it is insisted, the new three-cent piece will be effective in reducing prices in cities where that amount is exacted for trolley fares.

It has been suggested that with the introduction into the currency of the half-cent piece people will cultivate more respect for

the penny. In many foreign countries the smallest coin is equal in value to about one-fourth and in some instances one-fifth the American cent. During the debate in Congress upon the advisability of making the new coins it was pointed out that almost every country in the world has intermediate coins between the one and five-cent pieces. In the report of the House Committee on Coinage, Weights and Measures it was stated that the recommendation for the new coins was made "to encourage economic buying, both directly, by affording the means of making smaller coins, and indirectly, by the psychological effect produced by the existence of smaller coins." It is the belief of many that with the coinage of the nickel three-cent piece various vending machines and other mechanical contrivances, now requiring a five-cent piece to operate them, will be reduced to three cents. The convenient size of the coin is sure to make it popular and in time it may rival the "nickel" as a convenient coin for all purposes.

The discontinuance in coining bronze pennies is another departure in coining United States currency. The bronze or copper one-cent piece has long been regarded as a fixture and the substitution of nickel metal will establish an interesting precedent. While members of the coinage committee and others have pointed out the advantages of the new coins, their disadvantages are also being shown by some who have made a life-long study of the currency problem. According to the latter the substitution of nickel for bronze in coining pennies and the use of nickel half-cent pieces is sure to lead to confusion.

"During the last fifty years manufacture of many coins has been discontinued because they were useless and inconvenient," says T. L. Comparette, curator of the Philadelphia Mint. "In some instances the proposed penny and half-penny pieces are likely to be confused with the ten-cent piece," declared Mr. Comparette, "and for this reason will not serve the purpose for which they are intended. The three-cent piece, however, because of its size and distinctive design, should not be at all confused with the present five-cent piece."

Whether the new coins will prove a success and remain as part of the country's currency for any length of time is a matter of conjecture. During the last fifty years a large number of gold, silver and bronze coins have been introduced only to be found superfluous or undesirable. The coins that have been discontinued during this period form an interesting chapter in the history of United States currency.

OFFICE APPLIANCES

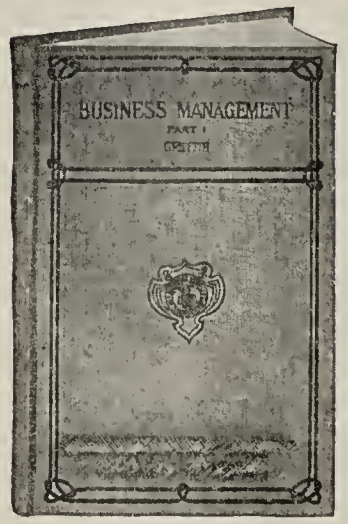
THE MAGAZINE OF OFFICE EQUIPMENT



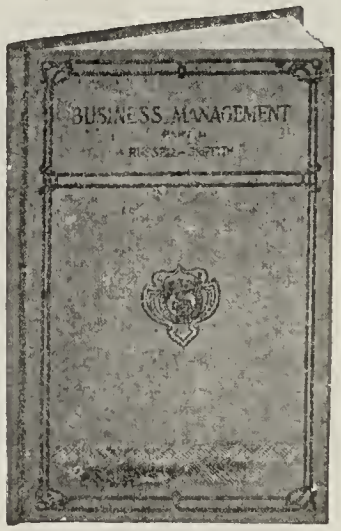
The Magazine—A 140-page (10x12) illustrated monthly trade magazine for all progressive business men. Brimful of information on every kind of machine-furniture-device and supply needed in modern office equipment. A market place, exhibiting time and labor saving office necessities. **Manufacturers—dealers—salesmen—purchasing agents—advertising men—bankers—accountants and commercial teachers** find the magazine profitable. Free Consulting Service Bureau to all subscribers. Subscription price, $1.50 per year; Canada postage, 25c; Foreign postage, 50c extra.

$4.50 Value for Only $3.30

Save $1.20



The Books—Business Management in two volumes by James B. Griffith and George C. Russell. A compend of business organization and administration. 496 pages (7x10), 262 illustrations. Clear type—good paper—red buchram binding. Thoroughly indexed. Covers organization plans, purchasing, filing and indexing, advertising and sales organization, follow-up systems, credit information, collections, billing, shipping, export, claims, addressing machines, mailing machines, form letter machines, invoicing, etc. Two practical books for every practical man. Price, $3.00 post paid.



The Christmas Subscription Opportunity of the Year

Both books prepaid and the magazine one year to the same or different addresses for only $3.30

CHRISTMAS COUPON

The Office Appliance Company
421 S. Dearborn St., Chicago

Gentlemen:—

Send me carriage paid, the two books "Business Management," also OFFICE APPLIANCES for one year beginning _____. Enclosed find $3.30 to cover.

Name _____

Address _____

Canadian Postage, 25c extra.
Foreign, " 50c "

City _____

REYNOLDS' PAT. "O.K." INK-WELL

THIS TYPE OF INK-WELL HAS BEEN "CALLED FOR TIMES WITHOUT NUMBER" BUT HAS NEVER BEFORE BEEN PRODUCED AT ANY TIME OR ANYPLACE.

GUARANTEED A LIFETIME AND TO ALWAYS WORK



All glass. Nothing to corrode or get out of order. Two depths of ink. (*A feature which no other ink-well has*) one for stnb pens, one for ordinary long pens. EASY TO CLEAN EASY TO FILL Makes writing a pleasnre, seldom needs refilling and saves over one half the item of ink cost.

You must SEE and TEST this ink-well in order to realize WHY it is the one "CALLED for times without NUMBER."

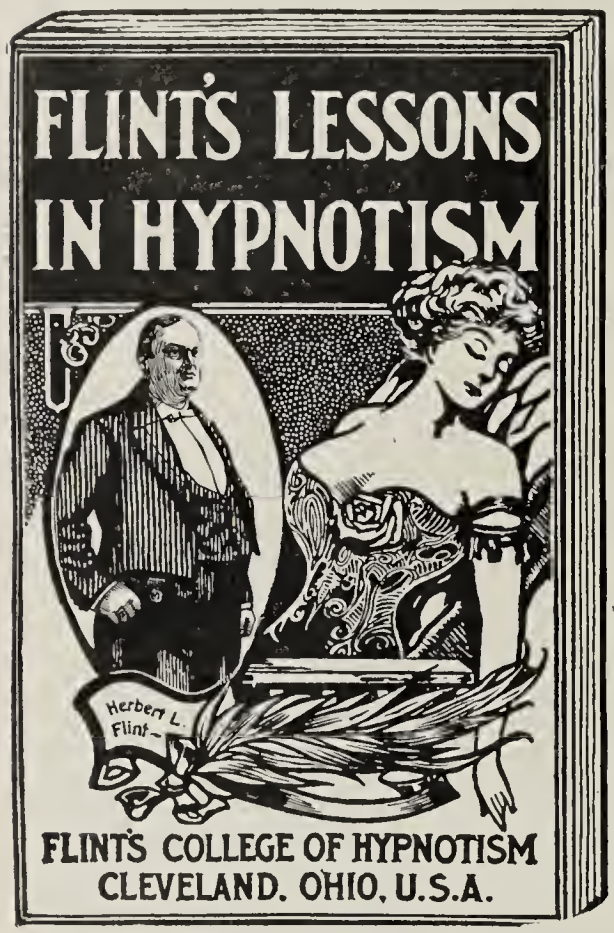
Sent pre paid on receipt of $2.00, introduction price. Booklet FREE.

After ten days' trial, if it proves unsatisfactory return the ink-well and your money will he cheerfully Refunded. *All Stationers.*

Liberal Discount to The Trade.

THE O. K. MFG. CO., Syracuse, N. Y., U.S.A.

This Book is Free!



The above illustration is reproduced from the cover page of Flint's marvelous book. Ten thousand of these books will be given away absolutely free in order to advertise his college. You can have a copy while the present edition lasts. It tells how to cure diseases and bad habits; how to win and hold the love and affection of others; how to succeed in business and social affairs. The book has pleased thousands and is yours for the merc asking. Write today for a free copy. A postal will bring it.

Address, **Herbert L. Flint, Dept 512, Cleveland, Ohio**

This Magazine is printed with Ink made by

H. D. Roosen Company

78-84 Twentieth Street, Brooklyn, New York

"FIRST HANDS" IN PREMIUMS!

All the sources of supply for quality merchandise used for premium purposes. Likewise advertising specialties and souvenirs. Free "Buyer's Information Service" to subscribers. THE NOVELTY NEWS, *215 S. Market St., Chicago; 120 big pages; illustrated; $2 year; 20c copy, mail or news-stands. No free copies.*

Does Your Advertising Pay?

A Simple Method of Finding Out Whether It Is Worth Its Cost or Not

By James Cooke Mills

IF YOU ask your keen business friend—the successful man of affairs—if advertising pays, he will certainly say that as a general rule it does. He will probably qualify the reply, however, with the assertion that it is only judicious advertising, adapted especially to the business, that really pays, while there is a great deal of injudicious advertising being done that is of little value to the particular product or company. He knows that this is largely due to careless or ineffective methods of determining its worth. How to get at the relative value of advertising space and the pulling power of circular letters is, therefore, one of the most important things the alert advertiser strives for. The effective methods employed by E. St. Elmo Lewis, one of the most successful advertising managers in the country, are here given and will be helpful to those who are endeavoring to arrive at definite results.

IN THE organization of the well-known Burroughs Adding Machine Company, there are three very effective departments devoted to Publicity and Education. First of these is the department of Direct Advertising, which is presided over by Mr. Lewis himself. Subsidiary to this are the associated departments designated as System Service and Advertising Mailing. These have to do primarily with the education of the business world to the need of better methods of doing things and the *how* of doing them.

The educational campaign, which has been conducted almost since the advent of the machine itself, was, and is, absolutely necessary to the marketing of it. To invent and perfect the adding machine was one thing; to sell it was quite another, and involved problems of merchandising never before encountered by any manufacturing concern. The business world has always been skeptical about the value of the invention, and each and every user has had to be *made to believe* by actual proof that the machine *saves him* time, work, and worry. This means more money in his pockets through increased profits.

The whole publicity plan includes some very interesting features. The machine itself, for example, contrary to all established principles, is never directly advertised. To do so would be to follow a profitless pursuit bringing the reader nowhere. But to tell him something of what the machine can and will do for him in cutting office expense, is well worth while. If it will save him money he will be only too glad to buy it. All the efforts of the advertisers are directed, therefore, toward working up inquiries, by the judicious use of newspaper and magazine "space." When secured these inquiries are treated as Possible Buyers, or "P. B.'s," and their education begins. By the use of cleverly prepared booklets and folders sent out in the regular course of the "follow-up," the "P. B." is interested in the whole subject of making more money, cutting the expense of doing business, knowing at all times just how he stands, and eliminating night work. These are the most vital things connected with his or any man's business. To pave the way and prepare his mind for the coming of the salesman is the aim and object of the "follow-up," which is operated by the Advertising Mailing Department.

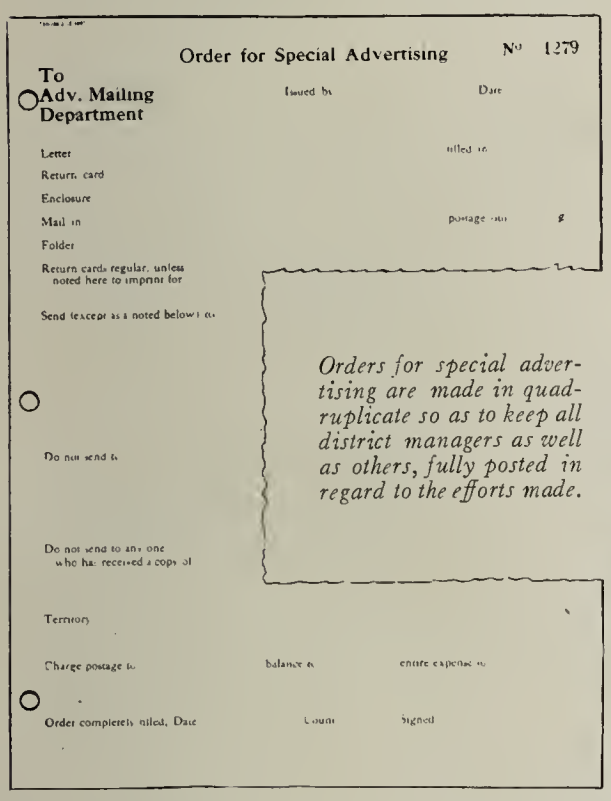
To complete the good work and clinch the argument for a "trial" is the next step. In this task the System Service steps in with its great helps. In its archives are hundreds of valuable folders and circulars dealing with the best proved methods of systematic accounting in nearly every line of trade. These are attractively printed with many illustrations of forms and facts and figures. By means of a vast fund of information collected by the investigators, any "P. B." may be shown how to apply the proper system to fit his business. This service costs him nothing, and no obligation whatever is incurred on his part. It usually follows, however, that sooner or later he becomes impressed with the value of modern methods and progressive ideas, and asks for a "trial," or buys a machine outright. The "follow-up" keeps after him, however, until this desired end is reached.

Punching Up the "P. B."

THE operation of the "follow-up" is under the direct supervision of the Assistant Advertising Manager. In the regular course of office routine he learns that certain districts need renewed efforts. He

knows, for instance, that certain counties in the central and eastern portions of Michigan are great producers of hay. The System Service has recently gotten out a neat folder giving improved methods and short cuts in keeping accounts in the hay and grain business. To heavily circularize this section by sending all hay dealers early in the summer a letter offering to send a copy of the folder, is obviously a good thing to do. It will surely bring many replies on the self-addressed and stamped post card which is enclosed, and result in a number of "trials" and sales. All this is known by the experience of years.

To set the machinery of the "follow-up" in operation for this letter, or in fact any other, the department issues an Order for Special Advertising, as shown in Form No. 1. This is printed in quadruplicate on different colored papers, and put up in pads for easy manifolding. The original, which



Order for Special Advertising No 1279

To Adv. Mailing Department

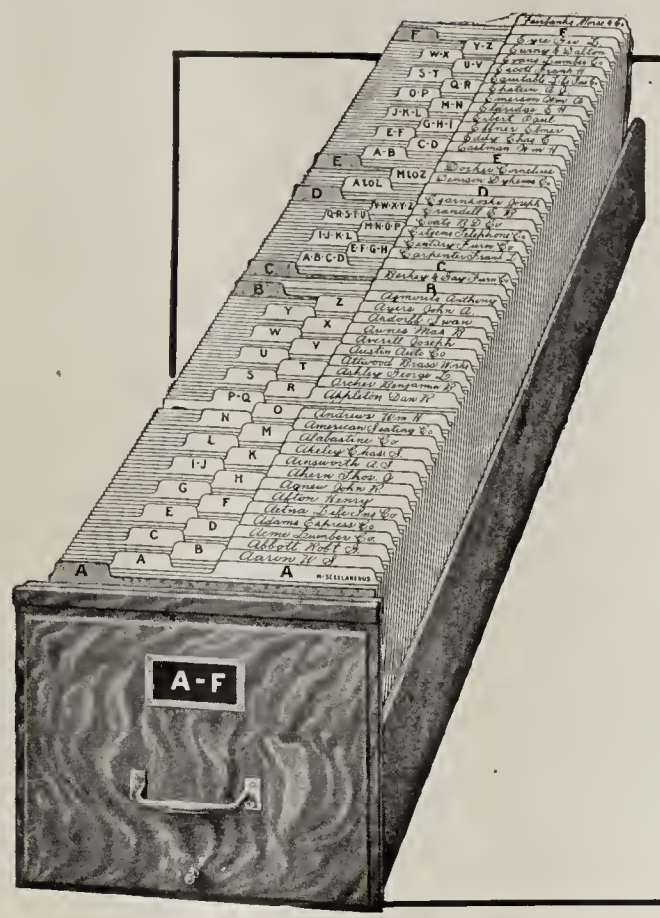
Issued by Date

Letter
Return card
Enclosure
Mail in
Folder
Return cards regular, unless noted here to imprint for
Send (except as noted below) to
Do not send to
Do not send to any one who has received a copy of
Territory
Charge postage to balance to entire expense to
Order completely filled, Date Count Signed

Orders for special advertising are made in quadruplicate so as to keep all district managers as well as others, fully posted in regard to the efforts made.

is on white paper, goes to the Advertising Mailing Department, together with the duplicate on blue paper. The former serves as a working memorandum of instructions, in operation, while the other is filed until the order is completed. Then the duplicate is filled out with the final notations, such as order filled, date, count, and signature, and returned to the Assistant Manager.

The triplicate, which is on buff paper, is the tracer copy, and is filed, temporarily, in a thin, flat binder for ready reference. It serves as a handy guide to all special circularizing work "in process," but when the duplicate with its final notations is sent back, this copy is taken out and, after the final entries are made on it from the other, it is permanently filed in another binder according to the number of the form letter.



Macey

Perpetual Indexes

The Macey Perpetual Index System is simple, sure and ample. It consists of two sets of main guides—one of 27 divisions and one of 400 divisions of the alphabet; each may be expanded by sub-guides under each of the main divisions.

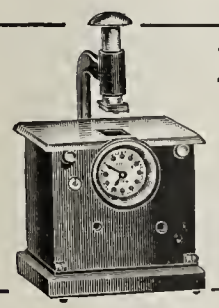
You begin with one of the sets of main guides and let it expand naturally to meet your own particular needs as they develop in actual use.

There is no guess work about it. It does away with the old guess work idea of anticipating how your future correspondence will divide up in the files—but never comes out as you thought it would—it is impossible to make even a fairly good guess.

With the Macy Perpetual Index you do no guessing. No letter is sub-divided until accumulated papers in that particular space makes expansion or sub-division necessary.

Booklet with full information, description and prices on request.

The Macey Co.
GRAND RAPIDS, MICHIGAN



Follett's New Model Time Stamp 8 Day Wind

ALSO A NEW MODEL

EMPLOYEES' MINUTE TIME RECORDING CLOCK

"JUST OUT, THE BEST EVER"

Absolutely automatic, requires no attention and is the only POSITIVELY ACCURATE register on the market. Write for full information and for our latest catalogue.

FOLLETT TIME RECORDING CO. 670 HUDSON STREET NEW YORK CITY

"Here is the Answer"

IN

WEBSTER'S NEW INTERNATIONAL DICTIONARY

—THE MERRIAM WEBSTER



EVEN as you read this issue of BUSINESS you likely question the meaning of some ***new*** word. A friend asks: "What makes mortar harden?" You seek the location of ***Loch Katrine*** or the pronunciation of ***jujutsu.*** What is the ***Monroe Doctrine?*** What is ***white coal?*** etc., etc. YOU often long for a quick, accurate, encyclopedic answer. This NEW CREATION is an encyclopedia—equivalent in type matter to a 15-volume set. It answers all kinds of questions in Language, History, Biography, Fiction, Foreign Words, Trades, Arts and Sciences, ***with final authority.*** It is used as ***the*** standard of the State Supreme Courts which can be said of ***no other*** dictionary.

400,000 Words Defined—6000 Illustrations—2700 Pages—Cost $400,000

The only dictionary with the *new divided page*,—characterized as "A Stroke of Genius." WRITE for specimen pages, illustrations, etc. Mention "BUSINESS" and receive FREE a set of Pocket Maps.

G. & C. MERRIAM COMPANY, Springfield, Mass.

The CHRISTMAS GIFT longest to be remembered after the holiday season has passed



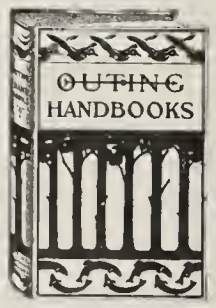


Don't be an Underpaid Overworked Clerk

Get out of the wage-earner's class and into the big field of business. Be somebody. REALIZE the best that is in you. Show the world what you can really do. Here is your chance. The Mail Order Business is the greatest field today for the man of limited means to strike out for himself. Get out of the rut and **make $25 to $100 a week** We are manufacturers and market our Patented Specialties exclusively through our dealers. We furnish everything. Big profits. Small capital. No canvassing. No experience necessary. Begin at your own home. Spare time. Grasp YOUR opportunity. Write us right now for full particulars (copyrighted) plan, sworn statements, and positive proof.

J. M. PEASE CO., Dept. D, Pease Bldg., Buffalo, N. Y.

OUTDOORS IN WINTER



THE NEW TEXT-BOOKS FOR OUTDOOR WORK AND PLAY.

Receives liberal attention in this series of practical books. Some of the subjects now ready are:

OUTDOOR PHOTOGRAPHY — Julian A. Dimock. A common-sense guide designed especially for beginners.

PACKING AND PORTAGING—Dillon Wallace. Covers whole range of wilderness transportation and equipment. Includes snowshoes and toboggan.

TRACKS AND TRACKING—Josef Brunner. Interpreting foot prints, wild animals and birds. Many illustrations.

WING AND TRAP SHOOTING—Charles Askins. Only modern manual in existence dealing with shotgun shooting.

Purchase from bookstores or direct at 70 cents a copy. Postage extra, 5 cents. Send for free Outing Handbook Catalogue.

OUTING PUBLISHING COMPANY
OUTING MAGAZINE yachting OUTING HANDBOOKS
141-145 WEST 36th ST NEW YORK 122 S. MICHIGAN AVE. CHICAGO

The duplicate is then filed in a Filled Order binder of the same kind. The binders are all of uniform size and fit nicely in the double lower drawer of the assistant manager's desk.

The fourth copy, which is on pink paper, is a memorandum of the order and is sent immediately to the Sales Manager of the district in which the letters go. It is intended to keep all district managers posted of all department advertising of this sort, in order that they may direct their salesmen to follow up the advantage. Co-ordinate effort of the departments of Advertising and Sales is a strong factor in any selling campaign.

A close study of this order form, which is very plain and comprehensive, is well worth while. For one thing there can never be any doubt as to the meaning of the instructions therein conveyed. The authority for its issuance is stated at the top, with the date and particulars of enclosures, postage and folders. To what class or kind of "P. B.'s" the advertising is to be directed, is then noted and exceptions, if any, are stated. In some cases those "P. B.'s" who have already received certain other matter of like nature are left out, and this is made note of. Below are the entries of postage charge and expense distribution of the work, which is used for comparisons. Cost keeping is carried to the point of knowing how much it costs to get the costs of doing the work of the cost keepers.

The letters themselves are good examples of the circular letter that pulls. By proved methods of keeping track of inquiries which will be explained further on, these letters have drawn 14 per cent which is remarkably high. Five or six per cent is a good high average for this class of circular letters. By the clearness, the

May we send you a copy of our Grain and Hay Bulletin? It is free

The Bulletin contains several valuable tables for figuring grains, as well as illustrations of adding machine applications made by up-to-date grain dealers, mills and elevators - from the time the products are received from the farmer until delivered to the grocer or ocean liner.

At the same time, we would like to show you, without cost or obligation of any sort, just how a Burroughs can help you in your work.

Please O. K. the enclosed card.

Yours very truly,

WEL-HAA System Service

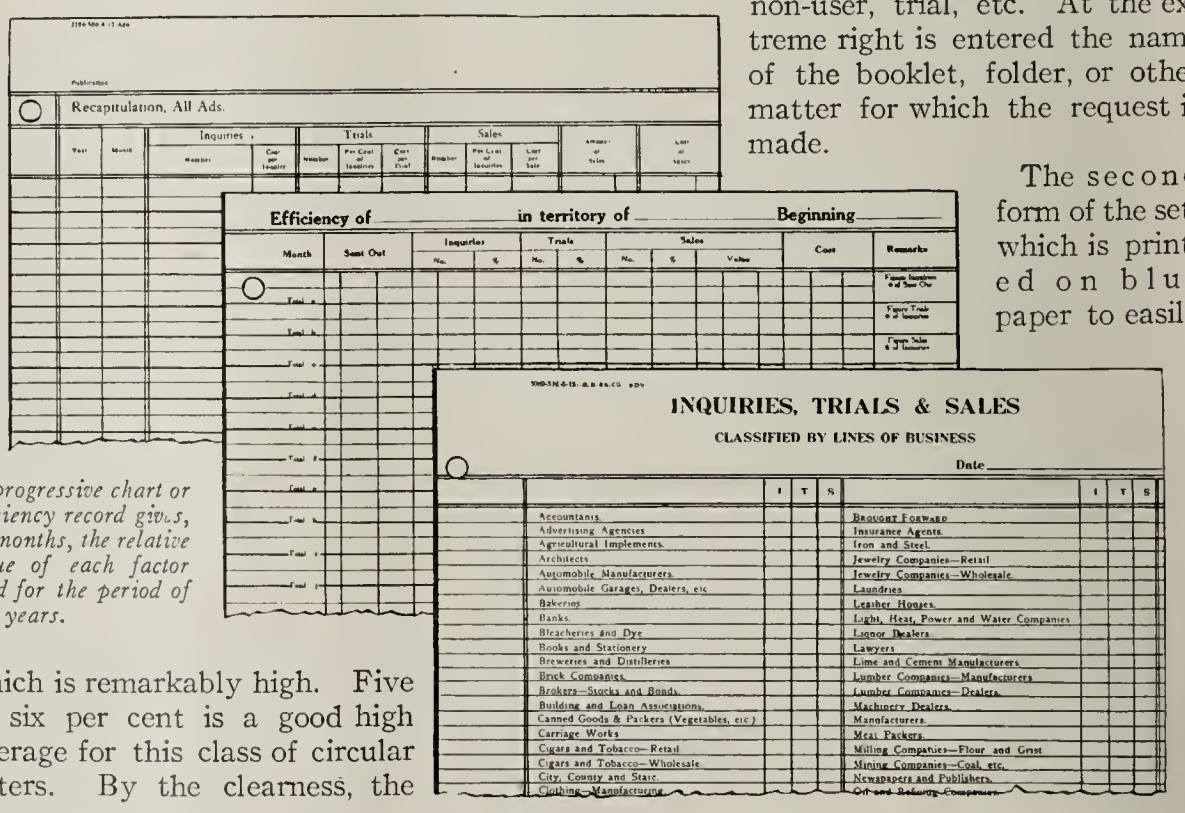
The letters themselves are good examples of the circular letter that pulls.

earnestness of tone, sincerity of purpose, and withal, the brevity, these letters make a strong appeal. As a result the return cards come back in bunches.

Keeping Tab on the Results

FOR the purpose of securing the very essential information as to results of advertising, a set of three forms is made use of. The first is headed "Inquiries from Advertising," and is made up daily from the inquiries received. At the top, in characteristic fashion, are shown the names of the clerks who have done the figuring and writing. In the body of the form a line is used for each source whether it be a letter, a magazine or newspaper advertisement or other forms. Whatever it is is entered in the left hand column. The total number of inquiries from that source is then put down in the next column and distributed according to user, non-user, trial, etc. At the extreme right is entered the name of the booklet, folder, or other matter for which the request is made.

The second form of the set, which is printed on blue paper to easily


Recapitulation, All Ads.

Inquiries | Trials | Sales

Efficiency of _____ in territory of _____ Beginning _____

Month | Sent Out | Inquiries | Trials | Sales | Cost | Remarks

INQUIRIES, TRIALS & SALES

CLASSIFIED BY LINES OF BUSINESS

Date _____

	I	T	S
Accountants			
Advertising Agencies			
Agricultural Implements			
Architects			
Automobile Manufacturers			
Automobile Garages, Dealers, etc			
Bakeries			
Banks			
Bleacheries and Dye			
Books and Stationery			
Breweries and Distilleries			
Brick Companies			
Brokers—Stocks and Bonds			
Building and Loan Associations			
Canned Goods & Packers (Vegetables, etc)			
Carriage Works			
Cigars and Tobacco—Retail			
Cigars and Tobacco—Wholesale			
City, County and State			
Clothing—Manufacturing			

	I	T	S
Brought Forward			
Insurance Agents			
Iron and Steel			
Jewelry Companies—Retail			
Jewelry Companies—Wholesale			
Laundries			
Leather Houses			
Light, Heat, Power and Water Companies			
Liquor Dealers			
Lawyers			
Lime and Cement Manufacturers			
Lumber Companies—Manufacturers			
Lumber Companies—Dealers			
Machinery Dealers			
Manufacturers			
Meat Packers			
Milling Companies—Flour and Grist			
Mining Companies—Coal, etc			
Newspapers and Publishers			
Oil and Refining Companies			

A progressive chart or efficiency record gives, by months, the relative value of each factor used for the period of two years.

Here is a little folder with an idea in it. It is not advertising --- forty Retail papers printed it as news.

You'll find it interesting. It deals with the live question of figuring profits.

On the back cover you will find an offer of a free copy of the little 56 page book called "The Right Way to Figure Profits."

Very truly yours,

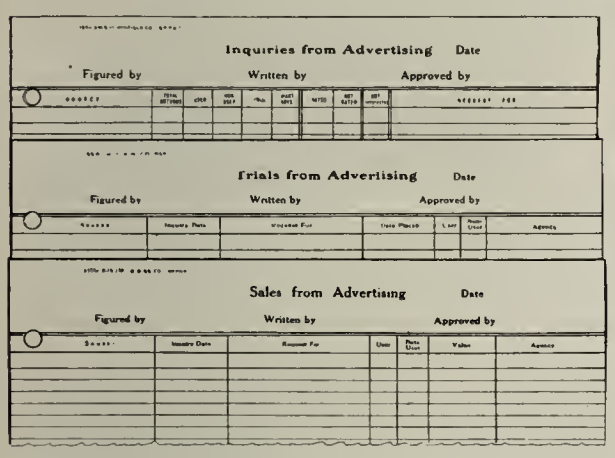
WEL-CHY Manager System Service.

P. S.- Just O. K. the attached card.

By clearness, sincerity and brevity these letters make a strong appeal.

distinguish it from the others, is headed "Trials from Advertising," and is also made up daily. It carries the same information at the top as the other, and the general style and arrangement is similar, but the date of the inquiry is followed by a wide column for date placed. Whether a user or non-user is noted, and the name of the agency is put down at the right.

The third form is printed on yellow paper, and is headed "Sales from Advertising," and is also made up daily from the records of sales. Being uniform in arrangement with the second form it conveys the same general information, with the exception that in place of the column Date Placed, a column for Value is substituted. When totals of these forms have been



Three forms of the same size are used for securing very essential information as to results.

taken by footing certain of the columns of each, the results shown are the actual number of Inquiries, the number of Trials, and the number of Sales and values received that day from advertising. For comparison each sheet is filed in its own binder for convenient and ready reference. The value of this detailed information to the advertiser is incalculable.

To summarize the results of Inquiries, Trials, and Sales, classified by lines of business, a special form is used with about one hundred of the leading lines printed in alphabetical order. Each column has subrules with heads, "I," "T," "S," indicating

Bookkeeping by Machinery

Longhand is too slow and hard to read for correspondence, so most people use the typewriter.

Mental addition is too slow and inaccurate for accounting work, so most concerns use the adding machine.

Posting a ledger by hand and adding the figures up mentally is both slow and liable to error.

Posting a ledger by hand and adding the figures by machine is only going half way.

Posting a ledger at one operation and adding the figures at another is slow, confusing and frequently results in error.

Why not post your ledger by machine at machine speed and at the same operation have all the adding done?

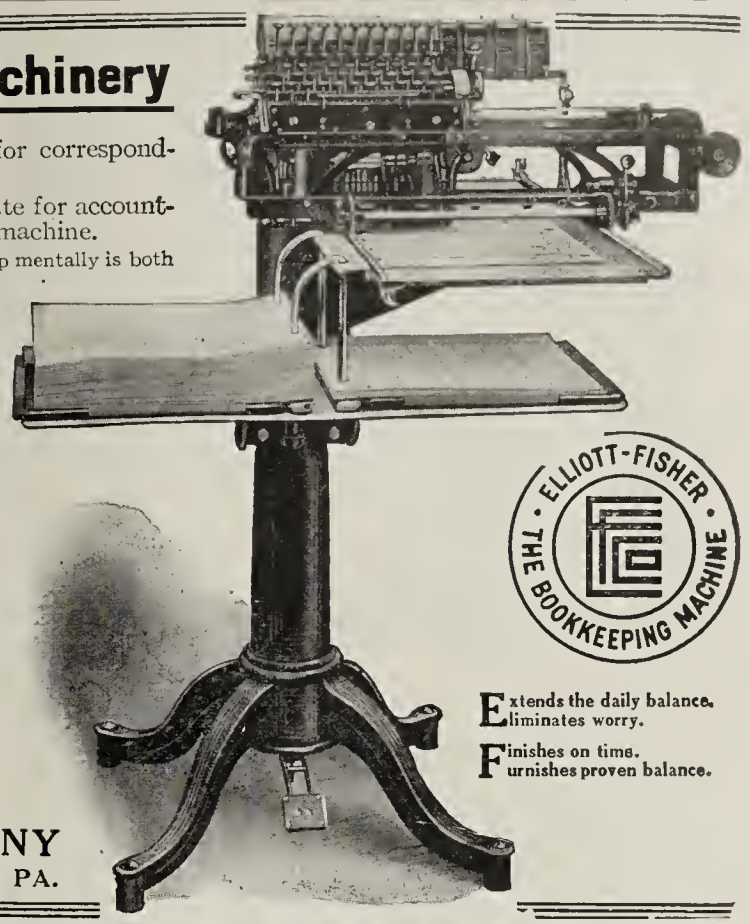
Posting and adding at one operation means that every item written is added and instantly proves the accuracy of the work if the items have been entered correctly, and if there is an error in posting the answer is wrong, attention is called at once to the mistake so that it can be corrected then and there.

Elliott-Fisher, The Bookkeeping Machine posts to a loose-leaf ledger without removing the pages from the binder, or to a card ledger, in plain machine print, at machine speed, extends the new balance on each account after every posting, and proves all the work as it goes along.

Does the work twice as fast as the old hand way and eliminates all the worry and bother.

When the entries are completed for the last day of the month the books are in balance—the proven (trial) balance is ready and no mistakes to look for.

Send for full particulars and a free copy of that new illustrated magazine, "Bookkeeping Today."



Extends the daily balance. Eliminates worry.

Finishes on time. Furnishes proven balance.

ELLIOTT-FISHER COMPANY
115 CEDAR ST. HARRISBURG, PA.



PARKER'S HAIR BALSAM
Cleanses and beautifies the hair. Promotes a luxuriant growth. Never Fails to Restore Gray Hair to its Youthful Color. Prevents hair falling. 50c. and $1.00 at Druggists.

STUDY LAW at Home
Become a Lawyer *Legal Diploma*

We make your home a university. Leading Correspondence Law Course in America—recognized by resident colleges. New text, specially prepared by 20 Deans and Univ. law school teachers. We guarantee to coach free any graduate failing to pass bar examination. Special Business Law-Course. "Legally trained men always succeed." Over 10,000 students enrolled. Begin now. Easy terms. Catalog and Particulars Free.
La SALLE EXTENSION UNIVERSITY. Dept. 5811 Chicago, Ill.

Stenographic Efficiency Assured

Stenographic efficiency is largely a matter of equipment. Where the average stenographer is forced to waste a good part of her time clearing up after one job and getting ready for the next one, it makes a big hole in the day's work. Hunting material to work, selecting stationery, assembling carbons and locating enclosures doubtless causes her to waste one-third her time.



The Byron Typewriter Cabinet

puts an end to all this confusion, every paper is located instantly in its own compartment. The copy holder directly above the machine does away with constant shifting of the eyes and prevents the resultant strain. In equipping your stenographer with this time saving office appliance you are saving your own money and better service is assured.



The reason: Everything is at fingers' tip. Where floor space is an item—and in most offices this is the case—this desk has no equal. The space it occupies is only 20 x 42 inches. No other typewriter desk possesses so many conveniences regardless of size.

BYRON TYPEWRITER CABINETS can be obtained in various woods and finishes to harmonize with your office furnishings. Let us send you particulars explaining its many good points. Write TODAY.

Byron Typewriter Cabinet Co. 99 Shelby Street DETROIT, MICH.

YOU NEED THIS BOOK TO COMPLETE YOUR BUSINESS EDUCATION

AMERICAN FINANCIAL METHODS



Is beyond question the most intensely practical book that has so far appeared meeting the daily requirements of the man, woman, boy and girl in every walk of life.

If you want one of the best positions that can be secured in the business world, if you want to know your rights and liabilities as a stock holder or corporation officer, if you want to invest your savings, if you have a patent or proposition to finance, if you want to incorporate a company, if your business requires more capital, if you speculate in stocks, if you want to enter the banking or brokerage business, if you want to get an insight into all branches of finance, or if you have children or friends whom you wish to succeed in their life's work, a copy of American Financial Methods is the best assistance you can have—the best gift you can make—it is worth a week's wages to any man or woman.

Our new introductory offer includes a $5 CONSULTING CERTIFICATE FREE which entitles you to information and advice on every conceivable phase of business, law or finance. Why pay $25 or $50 for a correspondence Course when you can get all the information required in one volume for $3.00.

Send for interesting descriptive matter or still better, send for the book, and if it is not what you expect your money will be refunded.

$3

NATIONAL LIBRARY SOCIETY,
262 Washington St., Journal Bldg., Boston, Mass.

BRINGS THIS TRAINING TO YOU.

Rite-Lite ADJUSTABLE SHAVING AND DRESSING GLASS

"NO SHADOWS SHAVING"



Raises and lowers 8 in. Slides 14 inches in front of window. Nickeled fixtures. Beveled plate mirror. Turns on swivel.

Excellent Xmas Gift
Dealers write for terms

Price Delivered
6 in. Diam. $2
7 in. Diam. $3
7 in. Dble. $5
(1 side magnifying 1 side flat)
Money back if not satisfied.

Rite-Lite Glass Co., 259 N. Salina St., Syracuse, N.Y.

Every Housewife will Appreciate a THERMOMETER



Send your customer a permanently useful advertisement this year.

Whether you are a manufacturer, jobber or retailer, let us put an attractive advertisement of your business on a **Taylor Advertising thermometer.**

It will be of practical use, answering that all important question—"What is the temperature today?"

It has permanent use—does not depend on novelty to create interest. Its life is not limited to any season or seasons—the temperature is of daily consequence year in and year out.

It is the fundamental requirements of profitable advertising medium—utility and permanency.

It will be read by both men and women in the home and office because no one is too busy to read the temperature.

A Taylor Thermometer will produce results because it keeps your name constantly before these busy people, lawyers, doctors, merchants and mechanics, successful people with money to spend.

Do you not want to know more about this profitable medium of publicity ?

Just write us today—information will be given cheerfully, not obligating you, and if you will state your official position, sample of our No. 830 card thermometer will be sent free of charge.

Taylor Brothers Company
ROCHESTER, N. Y.
"Where the good thermometers come from"

Inquiries, Trials, and Sales. The total of each is carried at the bottom and must agree with the totals shown by the other sheets. This form enables the Assistant Manager to keep a close line on how advertising is pulling in the various businesses. He knows, by this analysis of results, what lines need increased efforts and what lines can rest for a time.

Getting at the True Efficiency

HAVING arrived at the detailed results of systematic and well-directed advertising, it is important to know the real efficiency of each factor used. This is accomplished by means of a progressive chart or efficiency record which gives by months in percentages the value of the factors by district. Each sheet thus carries the efficiency of a certain circular letter in a certain district for a period of two years. The total number of inquiries received during the month is put down, and the percentage of inquiries to the number of letters sent out is computed and entered. The trials resulting from the various letters are treated in the same way, and the percentage is figured on the trials to the number of inquiries. The records of sales by number, percentage of sales to inquiries, and value, then follow. At the right the cost of the circularizing is shown. When the entries for the second and subsequent months have been made on the faint lines, the figures are added to the total of the preceding month and put down in red for continuous totals. This method of charting each letter in each district by percentages for comparison over a considerable period, is most effective and may be applied wherever the true efficiency of advertising is desired.

The final test of efficiency of newspaper and magazine advertising is secured by the use of the recapitulation form, which covers all ads. by publication. Thus each sheet carries a continuous efficiency record by months of any particular publication for a period of two years. Like the other efficiency form, it shows the relative values by percentages which is the most comprehensive and effective method. For progressive totals month after month the new entries are added to the red figures next above and the totals entered in red on the heavy lines in the preceding form.

In scrutinizing the records which this form provides, the advertiser is enabled to post himself on the actual value of each publication on his list. He knows at a glance the cost per inquiry, the cost per trial, and the cost per sale from any publication, and is able to determine if it is gaining or losing in its pulling power as an advertising medium.

Save Your Eyes

Simple Home Treatment Will Enable You to Throw Away Your Glasses

"How to Save the Eyes" is the title of a FREE BOOK

At last the good news can be published. It is predicted that within a few years eyeglasses and spectacles will be so scarce that they will be regarded as curiosities.

Throughout the civilized world there has, for several years, been a recognized movement by educated medical men, particularly eye experts, toward treating sore, weak or strained eyes rationally. The old way was to fit a pair of glasses as soon as the eyes were found to be strained. These glasses were nothing better than crutches. They never overcame the trouble, but merely gave a little relief while being worn and they make the eyes gradually weaker. Every wearer of eyeglasses knows that he might as well expect to cure rheumatism by leaning upon a walking stick.

The great masses of sufferers from eye strain and other curable optic disorders have been misled by those who were making fortunes out of eyeglasses and spectacles.

Get Rid of Your Glasses

Dr. John L. Corish, an able New York physician of long experience, has come forward with the edict that eyeglasses must go. Intelligent people everywhere are indorsing him. The Doctor says that the ancients never disfigured their facial beauty with goggles. They employed certain methods which have recently been brought to the light of modern science. Dr. Corish has written a marvelous book entitled, "How to Save the Eyes," which tells how they may be benefited, in many cases, instantly. There is an easy home treatment which is just as simple as it is effective, and it is fully explained in this wonderful book, which will be sent free to any one. A postal card will bring it to your very door. This book tells you why eyeglasses are needless and how they may be put aside forever. When you have taken advantage of this information obtained in this book you may be able to throw your glasses away and should possess healthy, beautiful, soulfully expressive, magnetic eyes that indicate the true character and win confidence.

Bad Eyes Bring Bad Health

Dr. Corish goes further. He asserts that eyestrain is the main cause of headaches, nervousness, inability, neurasthenia, brain fag, sleeplessness, stomach disorders, despondency and many other disorders. Leading oculists of the world confirm this and say that a vast amount of physical and mental misery is due to the influence of eyestrain upon the nerves and brain cells. When eyestrain is overcome these ailments usually disappear as if by magic.

Free to You

The Okola Method, which is fully explained in Dr. Corish's marvelous book, is the method which is directed at making your eyes normal and saving them from the disfigurement of these needless, unpleasant glass windows. If you wear glasses or feel that you should be wearing them, or if you are troubled with headache in the forehead or nervousness when your eyes are tired, write today to Okola Laboratory, Dept. 59, Rochester, N. Y., and ask them to send you, postage prepaid, free of all charge, the book entitled, "How to Save the Eyes," and you will never regret the step taken.

STATEMENT of the OWNERSHIP, MANAGEMENT, CIRCULATION, Etc., of BUSINESS, published monthly at Detroit, Mich., required by the Act of August 24th, 1912.

Note.—This statement is to be made in duplicate, both copies delivered by the publisher to the postmaster, who will send one copy to the Third Assistant Postmaster General (Division of Classification), Washington, D. C. and retain the other in the files of the postoffice.

Name of—	Postoffice Address
Editor—FREDERICK W. MORTON	DETROIT, MICH.
Managing Editor—BENJAMIN JACOBSON	DETROIT, MICH.
Business Manager—ALBERT STOLL, JR.	DETROIT, MICH.
Publishers—THE BUSINESS MAN'S PUBLISHING COMPANY	DETROIT, MICH.

Owners (if a corporation, give names and addresses of stockholders holding 1 per cent or more of total amount of stock).

BENJAMIN JACOBSON.....DETROIT, MICH.

Known bondholders, mortgagees, and other security holders holding 1 per cent or more of total amount of bonds, mortgages or other securities.—NONE. (Signed), ALBERT STOLL, JR.

Sworn to and subscribed before me this 5th day of October, 1912.

[SEAL] F. W. MORTON, Notary Public.

(My commission expires Jaunary 25th, 1913.)

Be Sure You're Right—

Then go ahead. There is only one way to conduct your business—***that's the right, safe and sane way.***

Take in your own particular work today—questions arise involving perhaps a simple point—maybe a difficult one—in either event do you answer in the safest way, in the simplest manner? Perhaps you do—on the other hand, if you are not "chuck" sure the answer is bound to be uncertain.

So now—here is a book—that will answer intelligently (so you can understand it) any question or topic that could possibly arise involving any point of business law.

Commercial Law Simplified
Will Tell You How

To Make a Contract.
To Discharge a Contract.
To Create a Partnership.
To Dissolve a Partnership.
To Terminate an Agency.
To Organize a Corporation.
To Hold Endorsers on Commercial Paper.
To Prove a Claim in Bankruptcy.
To Execute a Deed.

Commercial Law Simplified
Will Tell You What

Are the Essentials of a Valid Contract.
Instruments Should be Under Seal.
Constitutes a Valuable Consideration.
Is the Extent of a Common Carrier's Liability.
Constitutes Fraud.
Is the Legal Rate of Interest in Every State.
Are the Provisions of the Statute of Limitations.
The Incorporation Laws of Every State Require.
Requirements Are Put Upon Foreign Corporations.
Is the Negotiable Instruments Law.

Commercial Law Simplified
Will Tell You When

A Contract is Valid.
A Contract is Not Enforcible.
An Agency Exists.
An Acceptance is Implied.
An Offer May be Revoked.
Debts are Outlawed by Limitations
Commercial Paper Must be Presented.
Title to Personal Property Passes.
A Mechanic's Lien Should be Filed

Commercial Law Simplified
Will Tell You Why

Some Contracts Cannot be Enforced.
Certain Conditions Must be in Writing.
Indorsers Are Released from Liability.
Commercial Paper is Negotiable.
One Partner Can Bind the Whole Firm.
Corporations Cannot Pay Dividends With Capital.
Partnerships Cannot Hold Title to Real Estate.
Notice of Partnership Dissolution Must be Given.

Here is the way Commercial Law, by Simons, does it. Suppose for example you live in Ohio, and would like to incorporate your business there or in some other State—turn to "Incorporation Laws" (the index will find any subject you want, it's simplified) and there you will find the corporation laws of every state, showing the limit of authorized capital, the par value of shares, number of incorporators, incorporation fee, franchise, the amount to be subscribed, the amount to be paid in, etc.—***complete, simple, understandable***—you see!

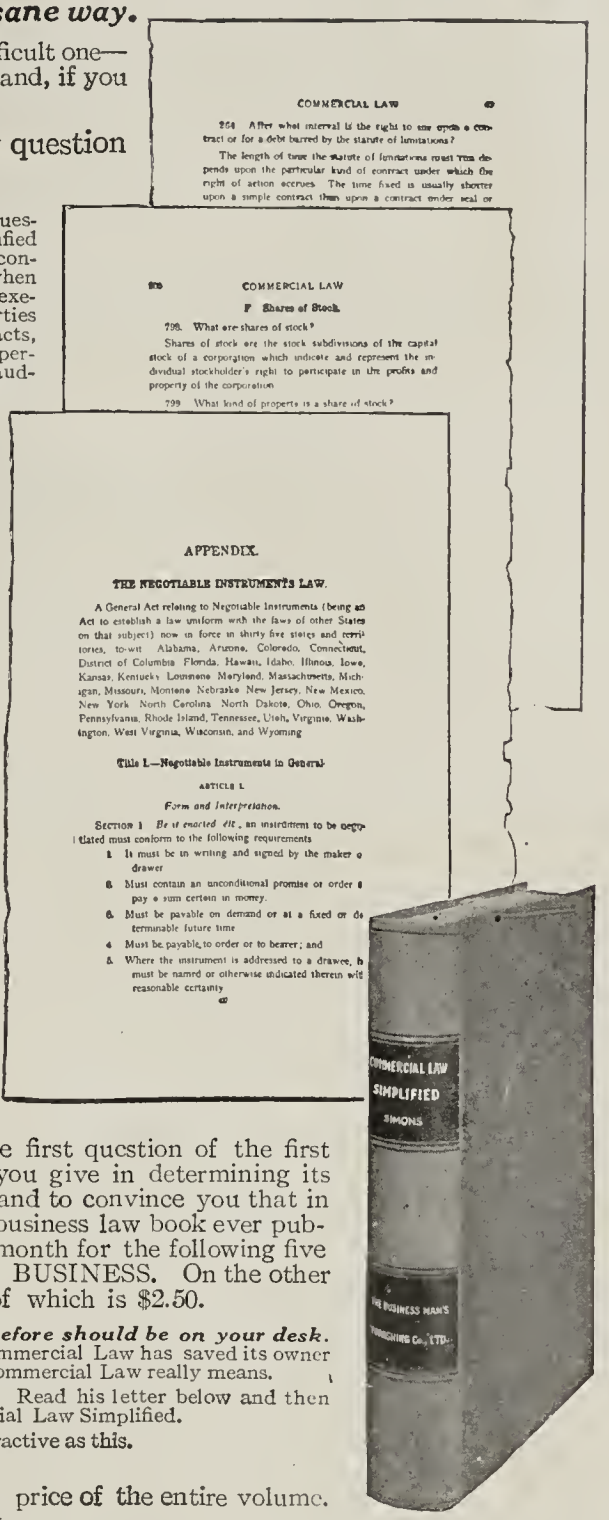
Then take for instance a simple legal question on contracts: Commercial Law Simplified will tell you about the classified law of contracts, will define contracts, will tell you when a contract is valid, will show you how to execute a contract, the origin of a contract, parties to a contract, legal capacity, infants' contracts, contracts of insane persons, of intoxicated persons, of corporations, of married women, fraudulent contracts, place of assignment of contract. There you are complete again—anything, any question, any point of business law you will find answered in this wonderful book.

Here they are—placed before you in the simplest and most efficient manner. You can't go wrong in business when you have Commercial Law.

This wonderful book contains a Statute of Limitations, 80 solid pages of Commercial Law forms, fully illustrated. The Legal Rate of Interest of every State and Territory, in addition to every business law question answered in a concise and complete manner.

And here is the best part of this offer to you:

50c. Secures this great LAW BOOK



You don't have to spend a moment in speculation as to the value of this work. We even go to the extent of allowing **you to examine it FREE**, and if you don't say that Commercial Law is the greatest book that you have ever had in your business, fire it back and your money will be returned. ¶ When you glance at the first question of the first paragraph of this book, you will fully appreciate its value. The time you give in determining its worth is insignificant. ¶ This is the only means we have at our command to convince you that in Commercial Law Simplified we are offering and giving you the greatest business law book ever published and ***50c. brings it.*** If you keep the book you may remit 50c. a month for the following five months and with this price of $3.00 is included a year's subscription to BUSINESS. On the other hand you can pay for the book and magazine at one time, the price of which is $2.50.

This is a book that should be on the desk of every progressive business man and ***therefore should be on your desk.*** It will help you every day, every hour and every minute. We have evidence of where Commercial Law has saved its owner hundreds of dollars in attorneys' fees. It would be simply impossible to anticipate what Commercial Law really means.

George Poldmann states that it is the greatest book that ever has come to his notice. Read his letter below and then read the the letters of the other three people who have all secured a copy of Commercial Law Simplified.

Never before in the history of this magazine have we made an offer so liberal, so attractive as this.

It is the greatest business offer to business men.

Commercial Law Simplified contains 510 pages, every page worth the price of the entire volume. It is bound in buckram, law size, 6½ by 9½ inches, being 1½ inches thick.

Send in your 50c. now, and remember if it is not all we claim, if it is not all that you ask—return it to us and back will go your money. A fair proposition, isn't it?

READ THESE:

"Commercial Law Simplified" came to hand and I am pleased to state, in my experience of 18 years, have not found a book on commercial law so thoroughly concise and to the point, in both questions and answers.—*George Poldmann.*

C. M. Stevens, of Los Angeles, says: I have just received a copy of "Commercial Law Simplified" and take this opportunity to express my satisfaction with it I have been looking for the last year or more for just such a work. I bought a six volume set of commercial law books but have sold them as they could not compare with this book. "Commercial Law Simplified" is everything that its name implies. It is simple, clear and definite, and is something every business man should possess.

W. Keiszer, of Chicago, says: In reply to your inquiry of the 18th inst., am pleased to say that I am well satisfied with "Commercial Law Simplified." In fact the volume contains more and better information than could be expected in a work of this kind, and the strongest feature of this book is its clearness of questions and answers, which are readily understood by anyone who may require such information. Only one complaint is that the book should have been published before now.

Read what V. F. Banta, of New Orleans, La., says: I have yours regarding "Commercial Law Simplified" by Simons and must say I am very well pleased with this work. I find the Questions and Answers to be very concise and that is what the average business man and accountant wants when it comes to legal questions which arise constantly. If I could not duplicate this work, I would not sell it at any price.

BUSINESS
A Magazine for Office Store & Factory

The Business Man's Publishing Company
102 West Fort St.
DETROIT, MICHIGAN

COUPON

The Business Man's Publishing Co.,
Detroit, Mich.

Here is 50c., for which send me a copy of "Commercial Law Simplified." I will also send you 50c. a month for five months, which entitles me to a year's subscription to BUSINESS, or $2.50 cash for both. Money back if not satisfactory.

Name .....

Address .....

City, ... State.....

Classified Advertisements

AGENTS WANTED

AGENTS—Manufacturer of guaranteed hosiery with linen heels and toes and other exclusive features wants agents to sell direct to consumer. Re-orders insure permanent, increasing income. Exclusive territory. Credit. H. Parker Co., 720 Chestnut St., Phila., Pa.

WE FURNISH YOU CAPITAL to run a profitable business of your own. Become our local representative and sell guaranteed sweaters, shirts, neckties, underwear and hosiery direct from our factories to the homes. Write Steadfast Mills, Dept. 17, Cohoes, N. Y.

AGENTS WANTED—High-class men who can earn big money. Must be of good personal appearance and furnish reference. Our proposition offers an opportunity of a lifetime. Address "BUSINESS," Detroit, Mich.

AGENTS—PORTRAITS 35c, FRAMES 15c. Sheet Pictures 1c. Stereoscopes 25c. Views 1c. 30 days' credit. Samples and catalog free. Consolidated Portrait Co., Dept. 1366, 1027 W. Adams St., Chicago.

WANTED—Subscription men and women to call on the Medical Profession and Druggists. Big commission. Need not interfere with present occupation. Romaine Pierson, 106 Fulton Street, N. Y. C.

ADVERTISING LITERATURE "ENCLOSED FIND MY CHECK"

Read the replies when Davison writes your Follow-up Letters and Advertising Literature! His Powerful Persuasion makes Busy Men sit up and sign o der blanks, write checks, send telegrams, ask prices or demand information about your product or proposition. Being America's Foremost Wordologist, he knows the real dif 'twixt Advertising and Badvertising. Charges a bit high, but Bargain Brains are a Speculation, and his Wealth-Winning Websterian an INVESTMENT! Write him if you're really after the Scarce, Swift, Strong, Sure, Six-Cylinder SALESMANSHIP! Ad-Man Davison, Waldheim Building, Kansas City.

BUSINESS OPPORTUNITIES

WE WILL LOAN YOU MONEY TO FARM—To workers of farms in the United States having sufficient agricultural experience and equipment, the Canadian Pacific will loan money for a period of ten years at 6% for the purpose of erecting buildings and completing the improvements on newly purchased Western Canadian farms. Write for particulars. Ask for our handsome illustrated books on Manitoba, Saskatchewan and Alberta. Also maps with full information FREE. H. A. THORNTON, Colonization Commissioner, Canadian Pacific Railway, 112 W. Adams St., Chicago, Ill.

—ARE YOU EFFICIENT?—

HOW SALARY IS INCREASED, higher wages secured, advancement assured, your condition bettered. Our membership is growing amazingly and is destined to become world wide in influence and benefits. All departments headed by experts to aid members in every line of work and industry. Every problem handled individually. If benefits fail service is free of all charge. Present enrollments at $1.00 will include league badge. Write fully and get best results. Address Box 500H, World's Workers Efficiency League, Bratenahl Bldgs., Cleveland, O.

BE INDEPENDENT! Start a mail order business in your own home. We tell you how, and furnish everything needed wholesale. An honorable and profitable business for man or woman. Particulars free. Many make $3,000 a year. Murphy Mfg. Co., South Norwalk, Conn.

START A CREDIT REPORTING BUSINESS—Every merchant needs and will pay for this service. You will make money. Field new and white for the harvest. No capital required. Ask for FREE Booklet. National Protective Service, Uhrichsville, Ohio.

FREE SAMPLE goes with first letter. Something new. Every firm wants it. Orders from $1 to $100. Nice pleasant business. Big demand everywhere. Write at once for free sample and particulars. Metallic Sales Co., 414 N. Clark St., Chicago.

LEARN to collect money, by a sure easy system. Income $1,200 to $5,000 a year. Quick results. No capital required. Instructive book, "Skillful Collecting," free. National Collectors' Assn., 380 Park Place, Newark, O.

ACCOUNTANTS AND BOOKKEEPERS wanted to install Loose Leaf Systems. Liberal commission; an ideal way to increase your income. Write for full particulars. Sheppard Co., 305 Hudson St., New York City.

USE YOUR SPARE TIME to build up a mail order business of your own. We help you start for a share in profits. 27 opportunities. Particulars free. Mutual Opportunities Exchange, Buffalo, N. Y.

I MADE $50,000 in five years with a small mail order business; began with $5. Send for free booklet. Tells how. Heacock, 5228, Lockport, N. Y.

How to Keep a Record of Mortgages and Interest Payable

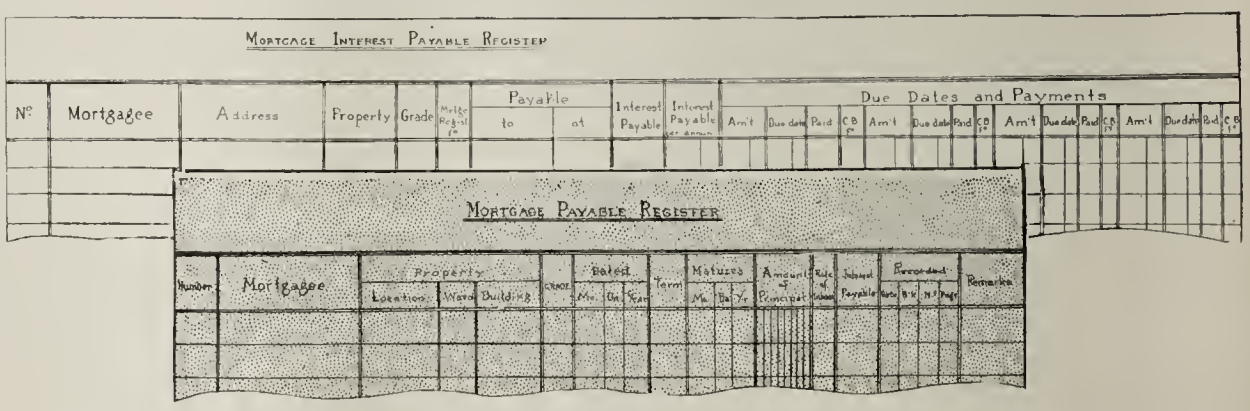
A Plan by Which Investors Can Keep Themselves Informed as to Interest and Other Payments Falling Due at Different Dates

By H. M. Oliver

FIRMS or corporations engaged in real estate or those carrying a large number of pieces of real property, each covered by one or more mortgages, will find the following forms very useful, if not indispensable, for ready reference. The same forms with little, if any, material alteration will serve equally well for individual investors or property owners, whether city or rural, as the fundamental principle involved in both forms is to present within a certain space all required information in concise but comprehensive manner. Through the medium of proper columns and appropriate headings it is possible to eliminate all waste of time and inconvenience, which would be caused by an attempt to locate similar facts and figures scattered through various records or files.

The "Interest Payable" column is a record of the manner in which the interest is paid, whether quarterly, semi-annually or annually, while the column marked "Recorded" is merely a reference to show exact location of the recording of the mortgage on the books of the county clerk. Additional remarks or memoranda can be noted in the last column.

Of even greater usefulness will be found the Interest Register, which is in reality a supplementary record of actual transactions, namely, the periodical payment of interest accrued on mortgages payable.



In the Mortgage Payable Register the name of the mortgagee is recorded in full, together with a detailed but concise description of the property embraced in the mortgage. Then a special "Grade" column is provided to show the distinction whether first, second or even third mortgage. In practice it will be found convenient to allow two or three lines for each piece of property, even though only one mortgage has been issued, as this will provide for any contingency that may arise and also keep all data regarding any one piece of property together.

The next three columns give the exact date of the mortgage, the term of duration and the date of maturity. The columns

The importance of having such register becomes apparent in a case of an investor or a concern carrying, say, forty to fifty mortgages on which the interest is due at various dates. A careful investor will never allow his interest payments to lapse, but errors due to oversight or negligence are very likely to occur without some systematic method of keeping track of these dates. This register therefore, in addition to some information already shown on the other form, contains columns for two important subdivisions. The first is "Payable to and at"; if payable to mortgagee at his address, the words "mortgagee" and "his address" are sufficient; if payable to anyone else,

Classified Advertisements
(Continued)

BOOKS

"THE BOOKKEEPER'S DELIGHT"—Wold's New Trial Balance System and Lessons in Rapid Calculation. Labor Less, Accomplish More. Prepaid, $1. L. M. Wold, Cedar Rapids, Iowa.

CARBON PAPER

POSTLEWAITE'S Dollar Typewriter Carbon Paper is a winner. Send for samples. H. J. Postlewaite, Hammond, Ind.

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proper name and address must be inserted. In this connection it is advisable to use at least three or four lines for each mortgage to provide for changes in address, etc., and to record at least four years' payments.

The second division, "Due Dates and Payments," shows at a glance the amount of interest payable due on a certain day. These amounts and dates should be filled in for the current year in advance, so the firm, investor or holder can provide the necessary funds to take care of payments as they fall due. When payment is made the date is filled in together with the Cash Book folio, or if no Cash Book is maintained the check number will serve the same purpose If interest is payable quarterly one line will serve for one year, if semi-annually—two years. Therefore the choice of the number of lines to be allotted to each mortgage lies with the discretion of the investor or his bookkeeper.

Is Your Office Force Efficient ?

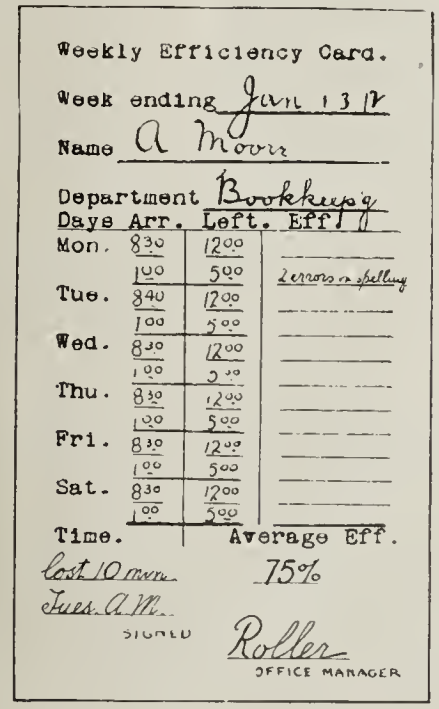
A Plan for Ascertaining the Relative Results From the Work of Clerks and Bookkeepers

By Conrad H. F. Hundertmark

DURING the last few years a number of people have popped up in the business world, calling themselves efficiency engineers, and trying to show the busy merchant where he can clip off expenses here and time and labor there. They have done great things during the comparatively short time of their existence. They have traced every movement of the mechanic, they have figured out every revolution of motors and dynamos and other power machinery, they have mapped out the movements of each workman and recorded them accurately with the assistance of the stopwatch and the yardstick, they have charted the seas of business and the roads of commerce and finance.

There is one class of people, however, that has almost entirely escaped the attention of the efficiency engineer, that is the average office force. In a large New York importing house some years ago the office manager made place for a young, energetic successor. This young man was full of ginger and he took it upon himself to increase the efficiency of his office force and bring it up to the highest standard. He drew a set of rules regulating almost every movement of each of the employes, but there was no way of keeping track of them until finally his inventive mind hit upon the idea of keeping a weekly efficiency card for each employe.

The card he devised was to be attached to the filing basket on each desk, and the head of each department was responsible for the correct keeping of the various cards in his department. The one illustrated is that of a bookkeeper named A. Moore, covering the week ending Jan. 13, 1912. It shows that Mr. Moore was ten minutes late on Tuesday morning of that week; it also shows that he made two errors in spelling on some document which he filled out on Monday afternoon. Outside of that, his weekly efficiency was figured at 75% by the office manager, 70% being passing point.



Weekly Efficiency Card.

Week ending Jan 13 12

Name A Moore

Department Bookkeeping

Days	Arr.	Left.	Eff.
Mon.	8 30	12 00	
	1 00	5 00	
Tue.	8 40	12 00	2 errors in spelling
	1 00	5 00	
Wed.	8 30	12 00	
	1 00	5 00	
Thu.	8 30	12 00	
	1 00	5 00	
Fri.	8 30	12 00	
	1 00	5 00	
Sat.	8 30	12 00	
	1 00	5 00	

Time. Average Eff.

Lost 10 min Tues A M. 75%

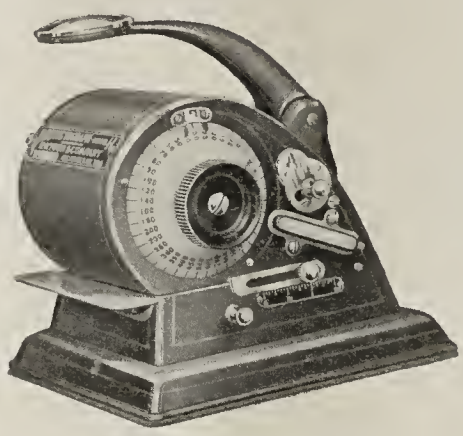
SIGNED Roller

OFFICE MANAGER

The average of all these cards is entered at the end of each week on the monthly efficiency record, a sample of which is also illustrated. The limited space permits only a few of the names of the office force, but shows that one of the employes in the bookkeeping department kept up to the passing point during the first half of the month and during the latter part fell

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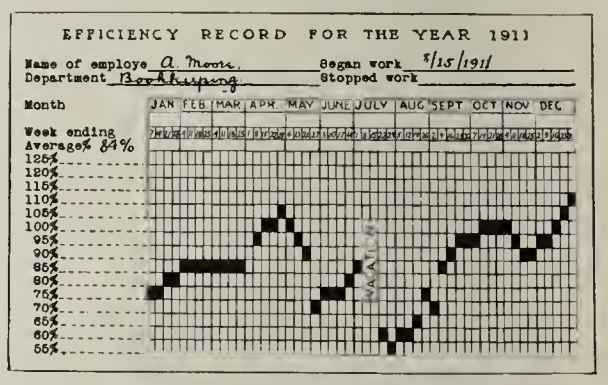
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Monthly Efficiency Record.
Month January 1912 — Week ending

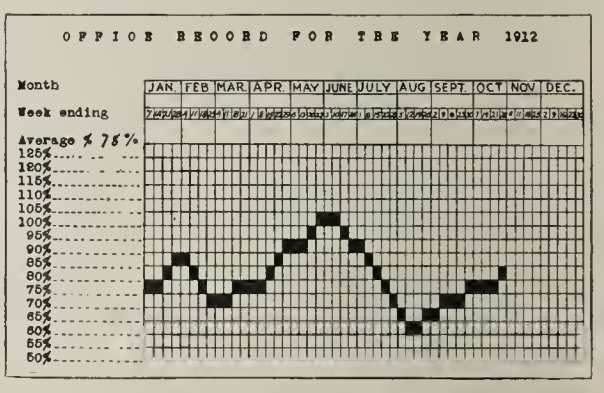
Names of employes.	Department.	6	13	20	27	
A. Moore	Bkkpg	75%	75	80	80	
P. Adler	do	70	70	60	60	
J. McCabe	Order	80	80	85	85	
L. Benson	do	75	75	85	90	
H. Miller	Billing	70	70	75	80	
	Totals	370	370	385	395	
	Average	74	74	77	79	

ten points below, and consequently was discharged at the end of the month.

In addition to this there is a card kept for each employe on which is shown his efficiency record for the year. On this card is marked the percentage attained each week. Mr. Moore's record for the year 1911 was unusually good up to the beginning of May, when some trouble occurred in the bookkeeping department in which he was involved, causing a decrease in his efficiency. He was on his vacation from July 3 to 15 and did very poor work during the few weeks after his return; however, his average for the year amounts to 84%, or 6% higher than the total average of the office force for the same period.



The total office record is shown in the other illustration. This also shows the influence of the trouble in the bookkeeping department during June and July which necessitated several changes in that department and accounts for the remarkable decrease in percentage during that time.



Taken on the whole, this system seems to cover the needs of this particular firm, and it has been adopted by several other houses with equal success.

C.P.A. QUESTIONS *and* ANSWERS

By R. J. Bennett, C. P. A.

(From Massachusetts Examination—June, 1912.)

FOLLOWING is a trial balance of X Y Z Co. on January 1, 1912:

DEBITS

Cash	$ 8,400
Labor	205,000
Royalties	20,000
Selling expense	50,000
Mdse. purchases, to Jan. 1, 1912	600,000
Notes receivable	40,000
Mdse. inventory, Jan. 1, 1911	100,000
Accounts receivable	100,000
Machinery	40,000
Real estate	60,000
Investments in other companies	30,000
Interest paid	10,000
Tax account	800
Bad debts	1,600
Manufacturing expense	150,000
Discounts allowed	27,000
Marine insurance	2,700
	$1,445,500

CREDITS

Notes receivable, discounted	$ 25,000
Res. depn. real estate	10,000
Res. depn. machinery	10,000
Merchandise sales	1,000,000
Surplus	37,000
Capital stock	100,000
Interest earned	500
Accrued pay roll	3,000
Accounts payable	20,000
Mortgage real estate	30,000
Trust receipts issued under letters of credit	150,000
Notes payable	60,000
	$1,445,500

Inventory, January 1, 1912, was $200,000.

On Merchandise imported under L/C for which trust receipts were given, it is found that $60,000 is on hand, $30,000 is represented by Accounts Receivable of face value of $55,000, and $30,000 has been sold and paid for.

$20,000 of Investments have been pledged as collected for $35,000 Notes Payable.

Merchandise is bought on Net 30 days.

Manufactured Goods are sold on 3% 30 days, and all customers settle accordingly.

Accrued Taxes not paid, January 1, 1912, were $400.

Submit Statement of Condition, Working Account and Statement for Commissioner of Corporations.

Comments on the Problem

THE accompanying question from the Massachusetts examination of June, 1912, is from the paper on Practical Accounting and was required to be worked in three hours. The question is not hard and does not present any specially difficult points, though the details pertaining to importing, trust receipts and letters of credit are rather hard to interpret. A few of the terms used also, seem to be peculiar to Massachusetts as will be noticed by an examination of the question. The question calls for a "working account" which is practically a revenue or profit and loss account. It also asks for a statement for the Commissioner of Corporations which means an annual statement as required by every corporation doing business in Massachusetts. A "statement of condition" means statement of assets and liabilities. All of the statements called for are shown herewith and an examination of them will indicate how the various items should be handled. The statements were prepared by Mr. George M. Blandford of Boston.

Corporation Reports. In nearly every state, corporations doing business therein are required to make annual reports to some official designated by statute. In Massachusetts this official is called Commissioner of Corporations. Blank forms are usually furnished for that purpose and sometimes they are required to be filed in duplicate. Foreign corporations generally report on the same blanks as domestic corporations, though in some states a special blank is provided for their use, but it does not differ very much from the domestic form. In some of the states the reports are very elaborate and though Massachusetts is fairly inquisitive it is not equal in that respect to Pennsylvania and some of the other states. The reports are required by law and must be filed on or before a given date varying of course in the different states. Some require that they be filed as of December 31, while others permit them to be filed within a given time after the company ends its fiscal year, whether in December, June, or any other month of the year. Note that the accompanying Massachusetts report for the Commissioner of Corporations requires among other things a statement of assets and liabilities, also the names of the officers and directors. Another excellent requirement in Massachusetts is that every corporation whose capital is $100,000 or over, must have an auditor's certificate attached to the report, thus

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166	Auto Supplies, Whol.	2.00
63	Auto Jobbers	1.00
521	Auto Tool Mfrs. and Dealers	4.00
227	Auto and Buggy Top Mfrs.	2.00
886,000	Auto Owners, Per M	2.00
123	Auto Tire Mfrs.	1.50
267	Auto Truck Mfrs.	2.00
384	Advertising Agencies	4.00
514	Mfs. and Jobbers Adverting Novelties	3.00
50,000	Agents, Books, etc., Per M	4.00
50,000	Agents and Canvassers, Per M	4.00
733	Amusement Parks	5.00
3,750	Department Stores	5.00
2,205,303	Farmers, Per M	2.50
1,976	Five and Ten Cent Stores	5.00
11,305	Five and Ten Cent Theatres	20.00

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necessitating the employment of an auditor. This is indicated by the auditor's certificate shown in the accompanying report. The auditor must not be a bookkeeper, treasurer, or any other officer of the corporation whose report he has signed. This is undoubtedly an excellent requirement which some time may be required in all of the states. In addition to the state report a revenue report is required to be filed with the Department of Internal Revenue and on the net profits over and above $5,000 a corporation tax of 1% is levied by the United States Government.

Annual Tax. In most states all corporations are required to pay an annual tax on the amount of outstanding capital stock, and in some there is also an additional filing fee. An annual tax or franchise tax is nearly always required of foreign corporations, those chartered in other states, in addition to the regular filing fees, and sometimes in addition to the license which is imposed. The annual taxes differ in the various states. It must be kept in mind, however, that the annual corporation tax is separate and distinct from the regular property tax levied by municipalities on individuals and corporations. The annual franchise tax is imposed in Massachusetts but the rate is adjusted annually to meet the state needs. The tax is computed upon a corrected franchise value ascertained as follows:

The Tax Commissioner, from returns made by the Corporation or "in any other manner," determines the market value of the stock and from that estimates its fair cash value on May 1, preceding. This is the franchise value, and from it is deducted the assessed value of real estate and machinery subject to local taxation, and any securities which are in the hands of an individual would be exempt from taxation. A further deduction is made on the value of any corporate property paying taxes outside of the state. It is upon the franchise value as thus corrected that the tax is levied. In no case, however, is the corrected franchise value to exceed 20% of the entire corporate property nor shall the tax ever be less than 1/10 of 1% of the market value of the capital stock. The annual tax is required to be filed by the treasurer with the Tax Commissioner between May 1st and May 10th as of May 1st preceding. This gives in detail the information desired by the Commissioner in deciding upon the amount of tax to be paid by each corporation and must necessarily be exhaustive and include the names of all stockholders.

Foreign corporations, before doing business in Massachusetts, are required to file with the Commissioner of Corporations a copy of their charter, certificate of incorporation and give full information pertaining to the company, sworn to by the treasurer, president and directors. The filing fee or license is $25, and every other certificate, including the annual report to the Secretary of the Commonwealth, is $5. An excise tax is imposed on foreign corporations of 1/100 of 1% of the par value of its assessed capital stock as shown by its annual certificate of condition; and local taxes paid on property in the state may be deducted and such excise tax is never to exceed $2,000. These details regarding Massachusetts taxes are taken from Overland's Classified Corporation Laws, published 1907.

The $20,000 of collateral pledged as security for the loan of $35,000 should be indicated in the balance sheet in connection with the item of Investments or else as a foot note. Since manufactured goods are sold on three per cent discount it is safe to make allowance for this in the statement, but in doing so it is sometimes necessary to look back to the close of the previous month or the previous fiscal period to see whether or not it had been considered at that time. In a large corporation an item of this kind, unless it amounts to a considerable sum, is often permitted to overlap. It is best, however, that all accruals or allowances should be considered. In this solution the 3% discount is taken on the entire $100,000 of accounts receivable, but since the discount is allowed only on sales of manufactured goods it is evident that a distinction should be made. Apparently the imported goods were sold without undergoing any change, in which case the $55,000 now due from customers should be deducted from the accounts receivable and the remaining $35,000 considered as due from sales of manufactured goods. In that case the reserve for discount would be $1,350 instead of $3,000, with a corresponding increase in the net results shown by the statements. In the event of this discrimination a closer division should be made between the manufacturing and trading accounts. The matter of depreciation has been omitted, but a consideration of an addition to the reserves would have been in order. Notes receivable under discount at the bank are shown as a deduction from notes receivable account, thus leaving a balance on hand of $15,000. Instead of deducting them in this way they are sometimes included among the liabilities; indeed, they are often omitted from the balance sheet entirely and mentioned in a foot note in order that the contingent liability may not be overlooked.

Importing Goods. The importing business and the numerous details connected therewith can only be touched upon briefly in this contribution. The importer either pays for the goods by sending a bank draft direct to the exporter or by permitting him to ship the goods subject to draft (bill of exchange), either sight or time. In some cases the bill of lading is attached to the draft and sent through a bank, and the draft must be paid before the bill of lading can be released. The method adopted depends largely upon the credit rating of the importer.

Another plan of paying for imported merchandise is by commercial letter of credit issued by banks to their customers for sending abroad. The L/C may be purchased outright by the importer, but it is usually issued by the banker on the customer's credit and paid for after the goods have been received and sold. The letter of credit is a document issued by a bank for its customer in favor of the foreign merchant from whom the goods are purchased, authorizing him to draw on said bank or its London or Paris correspondent for a given amount. The draft is then paid by the European Correspondent and sent on with bill of lading, consular invoice and insurance policy to the bank which originally issued the letter of credit. The importer then receives from his bank the bill of lading, at which time he either pays or "accepts" the draft or issues a trust receipt. At the time of issuing the letter of credit the bank receives from the importer a written agreement granting to the bank a lien on all goods engaged for importation thereunder and pledging the goods as security for the full payment thereof. The bill of lading, as already stated, is received from the bank and a trust receipt issued in its favor for the amount of the indebtedness. The trust receipt is usually paid in installments as the goods are sold and paid for. In the meantime the goods are held in trust either by the importer himself or in some warehouse whose warehouse receipt is issued to the bank. If his credit is good he is permitted to take them himself and turn over the proceeds of sales as payment for the trust receipt, otherwise they are released to him from the warehouse only when a sale has been made.

In the question under consideration the merchandise was evidently delivered over to the importer and his trust receipts issued to the bank; but since the outstanding trust receipts aggregate $150,000, there should still be in trust goods to that amount. Where are the goods? As the merchandise is sold the avails thereof are

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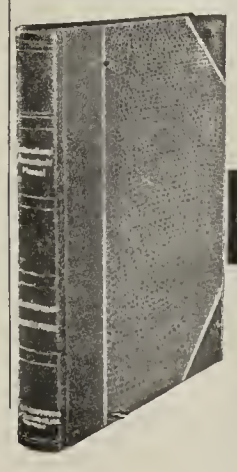
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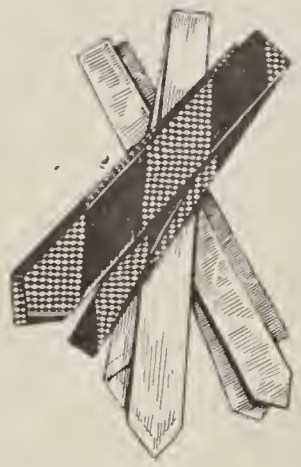
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Corner Fort and Wayne Sts,, Detroit, Mich.

paid over to the bank, though sometimes this is not done with any degree of promptness. We will assume, however, that the $30,000 sold and paid for has been turned over to the bank to liquidate trust receipts. That amount, then, is not to be considered further. The other $30,000 sold and not yet paid for, is still subject to the trust agreement, and as soon as it is paid for the required amount will be turned over to the bank and an equivalent of trust receipts cancelled. This still leaves $120,000 of trust receipts outstanding, and we are told that merchandise to the extent of $60,000 is on hand. There is still another $60,000 of merchandise represented by trust receipts that must be accounted for, which we will assume to be either in transit or in some bonded warehouse. Now, then, the inventory of January 1, 1912, should be increased to $260,000 in order to include the merchandise not yet received into stock. It evidently was entered up to merchandise account when the trust receipts were issued, and therefore should now be included in the inventory. This assumption may differ from that of the examiner who prepared the question, yet since the practice varies considerably I am justified in following the plan which prevails in the majority of cases; that is, of turning over to the bank the cash as it is collected from customers. We therefore have a net profit of $90,000 which seems out of proportion to the capital invested, yet in solving a question that is subject to different interpretations one must necessarily assume a basis and proceed accordingly. If the $30,000 received from cash sales has not yet been applied to the liquidation of trust receipts, then the net profit is reduced to $60,000 and the goods in transit to $30,000. I am assuming of course that the inventory of $200,000 includes only the $60,000 of trust merchandise on hand.

Analysis of Imported Merchandise Account Under Which Trust Receipts Were Issued.

Total issue of trust receipts		$180,000.00
Redeemed from proceeds of cash sales		30,000.00
Balance unpaid		$150,000.00
Represented by:		
Goods on hand	$ 60,000.00	
Goods sold but not yet paid for	30,000.00	
Goods in transit or in bonded warehouse	60,000.00	
		$150,000.00
Merchandise inventory:		
Goods on hand	$200,000.00	
Goods in transit or in bonded warehouse	60,000.00	
Total inventory		$260,000.00

Exhibit A.

Statement of Condition January 1, 1912.

Assets.

Current Assets:			
Cash		$ 8,400.00	
Accounts Receivable		100,000.00	
Notes Receivable	$40,000.00		
Deduct: Notes Receivable Discounted	25,000.00	15,000.00	
Merchandise Inventory		200,000.00	
Merchandise in transit and in bonded warehouse		60,000.00	
Investments in other companies		30,000.00	
Total Current Assets			$413,400.00
Fixed Assets:			
Real Estate	$60,000.00		
Deduct: Reserve for Depreciation	10,000.00	50,000.00	
Machinery	40,000.00		
Deduct: Reserve for Depreciation	10,000.00	30,000.00	
Total Fixed Assets			80,000.00
Total Assets			$493,400.00

Liabilities and Net Worth.

Accrued Liabilities:			
Accounts payable		$ 20,000.00	
Notes payable		60,000.00	
Trust receipts		150,000.00	
Items Accrued, but not due:			
Pay roll	$3,000.00		
Taxes	400.00	3,400.00	
Total Current Liabilities			$233,400.00
Mortgage on real estate			30,000.00
Reserve for Discount			3,000.00
Capital Stock	$100,000.00		
Surplus:			
Balance Jan. 1, 1911	$37,000.00		
Net Profit year ended Dec. 31, 1911 (See Exhibit D)	90,000.00	127,000.00	
Net worth of Company			227,000.00
Total Liabilities and Net worth			$493,400.00

Exhibit B.

MANUFACTURING ACCOUNT.

For Year Ended December 31, 1911.

Merchandise Inventory Jan 1, 1911		$100,000.00	
Merchandise purchased to Jan. 1, 1912		600,000.00	
		$700,000.00	
Deduct: Merchandise Inventory Jan. 1, 1912		260,000.00	
			$440,000.00
Labor			205,000.00
Manufacturing Expense			150,000.00
Marine Insurance			2,700.00
Taxes Real Estate paid	$800.00		
Taxes Accrued	400.00		
			1,200.00
Royalties			20,000.00
Cost of Goods Manufactured			$818,900.00

Exhibit C.

TRADING ACCOUNT.

For Year Ending December 31, 1911.

Sales for year	$1,000,000.00
Deduct: Cost of Goods Sold as per Manufacturing Account	818,900.00
	$ 181,100.00
Deduct: Selling Expense	50,000.00
Gross Profit carried to Profit and Loss Account	$ 131,100.00

Exhibit D.

PROFIT AND LOSS ACCOUNT.

For Year Ended December 31, 1911.

Gross Profit as per Trading Account		$131,100.00
Interest earned		500.00
		$131,600.00
Expenses and Charges:		
Interest paid	$10,000.00	
Bad debts	1,600.00	
Discount allowed	27,000.00	
		41,600.00
Reserve for Discount	3,000.00	
Net Profit for the year		$ 90,000.00

SUMMARY.

Surplus January 1, 1911	$ 37,000.00
Add: Net Profit for year	90,000.00
Surplus December 31, 1911	$127,000.00

STATEMENT FOR COMMISSIONER OF CORPORATIONS.

Proper First Name Should be Written in Full.

Initials and abbreviations are not sufficient.

(Acts of 1903, Chap. 437.)

Section 45. Every corporation shall annually, within thirty days after date fixed in its by-laws for its annual meeting last preceding the date of such report, or within thirty days after the final adjournment of such meeting, but not more than three months after the date fixed for said meeting, prepare a report of condition which shall be signed and sworn to by its president, treasurer and at least a majority of its directors.

(The blank for this report is a prepared form which can readily be filled out from the report made to the stockholders, and corporations with a capital stock of $100,000 or more must have it certified to and by an appointed Auditor. Among other things it must include a statement of assets and liabilities at the end of the fiscal year, which in this case would be as follows:)

Assets.

Real Estate	$ 50,000.00
Machinery	30,000.00
Merchandise including: Manufactures, merchandise, material and stock in process	260,000.00
Cash and debts receivable	153,400.00
Patent rights	None
Trade-marks	None
Good will	None
Total	$493,400.00

Liabilities.

Capital Stock	$100,000.00
Accounts payable	20,000.00
Funded indebtedness	30,000.00
Floating indebtedness	213,400.00
Surplus	37,000.00
Profit and loss	90,000.00
Reserve for Discount	3,000.00
Total	$493,400.00

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We will send you the American Business and Accounting Encyclopaedia in six volumes, handsomely bound, for ten days free examination if you will send us your name and address together with $1.00. You may keep the books for ten days and see the field they cover and if they are not satisfactory return them and we will refund your $1.00.

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This insurance will protect your income and the income of your family. For a moderate investment the Ætna Life Insurance Company will provide you

INCOME INSURANCE

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Ætna policies are free from technical restrictions and provide liberal compensations for losses sustained through accident or illness.

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Ætna Life Insurance Co. (Drawer 1341) **Hartford, Conn.** Business Tear off

I am under 60 years of age and in good health. Tell me about ÆTNA Disability Insurance
My name, business address and occupation are written below.

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Scientific efficiency in check writing is best exemplified in the use of the

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For the reason that checks written with it are ***automatically*** and absolutely protected in the ***process of writing*** them, and require no further detail or labor. Furthermore, it is a ***proved time-saver*** over any other known method of writing checks.

It is the only machine that writes the *entire check*, protecting *every letter* and *figure* with writing that cannot be erased or altered in any way without detection.

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Free Write for generous sample and Dictionary—FREE!

3-IN-ONE OIL CO.

36 Broadway, New York

When Berlin Goes A-Shopping

(Continued from Page 314.)

The present Kaiser on coming to the throne was quick to recognize that the job of kingship, like that of college president, had undergone a sad but great change—it had been commercialized. To maintain and perpetuate the Empire, born at Versailles in 1870, it would be necessary to make of it a prosperous people. And a prosperous nation it could only become by being developed into a commercial one—its agricultural possibilities being very limited.

So William II must have reasoned, for he became, and is yet, the most successful "drummer" on the entire earth. Hakon of Norway, less voluble, is a good second. To see its emperor reaching out for new business, even though that happens to be a Moroccan port, is inspiring to the nation. William is the pace setter for Germany in something besides up-turned moustachios. Germany must grow commercially or sink into the position of a second or third rate power. Worse than that—if she does not continue growing—she faces the danger of again becoming a federation of independent and jealous states.

I said this and more to a Berlin merchant prince one afternoon while at luncheon in a Friedrich Strasse cafe.

"True," he replied, "very true. For us to stand still is fatal—so we are not standing still. Every German is educated, not only while he is in school, but even in the years during which he is learning his trade or profession. We have the 'Continuative School System' under the charge of the Ministry of Commerce. It is a compulsory system, enforced against employers as well. Then beyond them are the technical schools. Do you know that there are several states in the German Empire without even one illiterate person? Then we must not undervalue the drill the young man gets in the army. That, in my opinion, is the real service our huge armament does the nation—training its youth to have pluck—and to obey."

One bright summer afternoon while watching the maneuvers on Tempelhofer Field, I quoted the merchant prince to my friend, the department manager from Wertheim's.

"Yes," he replied, "but he did not tell you how we keep alive the fires lighted in youth. We drill our salesmen and saleswomen every week—yes, every day. We give them text-books to study, mathematics, drawing, geometry and German. You have noticed how easy it is for the foreigner who has a little idea of German to understand our Berlin clerks—simply because our employes have been taught their mother tongue properly. Then we teach history, through this same course of reading; also English. When the sign 'English Spoken Here' appears in front of a store in Germany it means just what it says and is not as in Paris, what you call a mere 'bluff.' Yes, we drill our sales people continually in salesmanship—but we have a big conception of that word—no twelve weeks course with a fine diploma at the end."

"Then your salesmanship differs from that of other European countries, how?" I asked.

"In England they produce sales through fear of dismissal in case of failure, or by a system of fines. In France they have a glittering bait of co-operation dangling before their employes—and a basic salary so small that it does not keep body and soul together. With the Parisian clerk it is a case of sell or starve. We on the contrary create a spirit of enthusiasm through giving our employes a foundation of education to stand on. They love their work."

One day I wanted to buy a book on Germany written from the English viewpoint.

"We have it," replied the saleswoman, and brought me a pamphlet that by its very title promised to fill my want. In a few words she outlined the contents of the book so clearly that I wondered why she was not filling the position of critic—there were a few who could well be spared in place of her.

"How long has it been out?" I asked.

"It came this forenoon."

"How then did you get such a clear idea of its contents."

"Why, I took a copy to lunch with me, and looked it over."

Yet when I mentioned the incident to her superior, later, he only expressed surprise that I had considered it as noteworthy.

The exterior of Wertheim's would not prepare one to expect within its walls the best arranged stock of goods in Europe—yet that it has. The interior has none of the garishness of the Parisian stores, nor the appearance of needlessly expended wealth characteristic of Selfridge's in London. Yet one can spend days in Wertheim's and enjoy them—that is in the last analysis, what every store seeks to accomplish—and Wertheim's has succeeded to an amazing degree.

The first floor is given up to dress goods

and notions as is the custom in America. The aisles are wide and kept clear of temporary counters. Plain figures are the rule—nor could I find a single case of deviation from them. On the same floor is the Bank, no small department in Wertheim's. The second floor, at the time of my visit, was given up to ready-made gowns and corsets.

Nowhere in the world is such prodigality shown in the free exhibits of ready-made gowns as in Chicago. East and west as one travels from Lake Michigan the exhibits grow less in number and quantity—New York is quite niggardly in this respect, London more so, while in Paris a show window on the Grande Boulevard or Rue de la Paix, displaying more than one gown—and that with neither chic nor style—serving really as a wooden Indian to point a certain line of business—would justify its owner's financial standing being looked into. So in Berlin, not only at Wertheim's, but at Kaufhaus des Westens and at Tietz's, the European traveler is surprised to note very extensive displays of gowns.

Almost the entire third floor at Wertheim's is given up to curtain and household goods. Here the American of the sterner sex has his interest held, unflaggingly, for many hours. Nowhere else, even in America, is there a display equal to that third floor of Wertheim's. Through it one is free to wander at will. No sales person is allowed to solicit business. Prices are distinctly marked and the goods can be given a leisurely inspection.

The fourth floor houses the art department and the photograph gallery, along the Leipziger Strasse side. The rest of the story is given up to the great restaurant where several thousand eat daily. There one can lunch at a table with deferrent waiters to anticipate the unspoken want, or, as most prefer, because of the lower schedule of prices, on the cafetiera plan. In either case the prices are very low—that being the policy of the establishment.

"We make money by not holding up the people in our cafe—they become customers in our store. By higher prices we could easily make our cafe the resort of the wealthier class—but that would be a calamity to us," said a manager.

We counted forty-three kinds of sandwiches on the Wertheim menu card. Then there were as many kinds of cold meats, pastries without number, and drinks of all sorts from the small beer to the Englishman's whiskey and soda.

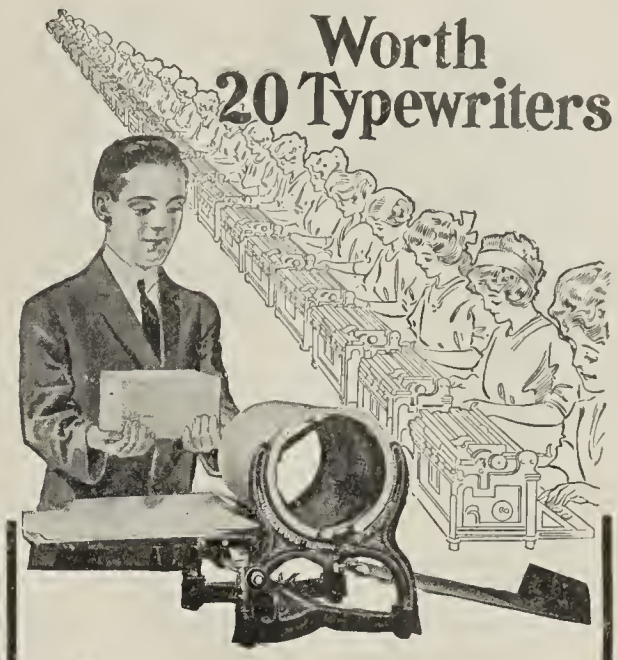
The stores are open from eight to eight and on Saturdays to ten in the evening, so it is possible to get all three meals demanded by the well-regulated American stomach, as well as the "kalter aufschmitt" which the German works in at hourly intervals.

IN ACCOUNTING for the great strides made by Germany during the last thirty years, credit must be given in no small part, to the long hours of work given not only by laborers and clerks but by the employers themselves. In sections of Berlin as well as in the cities of Hamburg, Cologne and Frankfort, stores are open for a couple of hours after church on Sundays. Whether the generation now coming into active life will consent to such continual grind, is a question upon the answer to which, much of moment to the Fatherland depends.

While especial mention has been made of Wertheim's Leipziger Platz store, because it exemplifies in its working, the spirit of German business methods—one must not overlook the smaller establishments of the Kaiser's capital. The beautiful Kaufhaus des Westens in exclusive Wittenberg Platz is worthy of more than a cursory visit. Architecturally it is, possibly, the most attractive store structure in Europe. There is also Herr Tietz's in Leipziger Strasse; N. Israel's east of the Royal Palace and Wertheim's other store in North Berlin. In all of these emporiums merchandising is carried on scientifically; salesmanship is persevering but not annoying to customers. Stocks are attractively displayed; if any demonstration is necessary of new commodities, the sales person makes it intelligently, leaving with the customer the impression that he or she has a real interest in the goods on sale and has more than a passing knowledge of them.

Madame, wife of the proprietor, so evident in the management of many French shops, does not have her counterpart in the German Frau. Though, if rumors be trusted, the German wife has no small part in advising her husband in his business affairs, for what other reason can the German merchant have for carrying home with him a huge portolio of business papers every evening?

But little can be said of Berlin's window displays or newspaper advertising; these are yet in their infancy, bound, however, to show marked improvement in that near future which has so much of promise in it for Berlin as the commercial capital of Germany as well as its political capital and metropolis. The foundations have been laid massive and deep, on them can be reared a business prosperity for the city of Berlin, making her the envy of other European capitals.



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DETROIT, MICH.

Business Cartoons



THE REAL FORCE WHICH MAKES THE BALL GROW LARGER.
—Frothingham's Magazine.



THE RIGHT OF WAY.—Ireland in Columbus Dispatch.



—Printers' Cost Bulletin.



—From the Oregonian (Portland).



UNCLE SAM'S BIGGEST ASSET.
—National Weekly

of the Month —



BE CAREFUL.—Naughton in Duluth Herald.



—Heisman in Dayton Journal.



—Printers' Cost Bulletin.



DO YOUR SHOPPING EARLY.—Kansas City Star.



"WAR IS HELL."—May in Detroit Times.



—Barnett in Los Angeles Times.

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I have manufacturers who have been with me for 10 years and you may rest assured if I did not make them money and save them money they would not stick. Write me today. It costs you nothing if I do not convince you.

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We have a limited supply of these sets of six numbers, invaluable to those who expect to build or make alterations. Although *regular* price is $1.50, we make *you a special* offer of $1.00 for the six, while the sets last, if you mention BUSINESS. They will soon be sold. Order to-day, to-morrow may be too late.

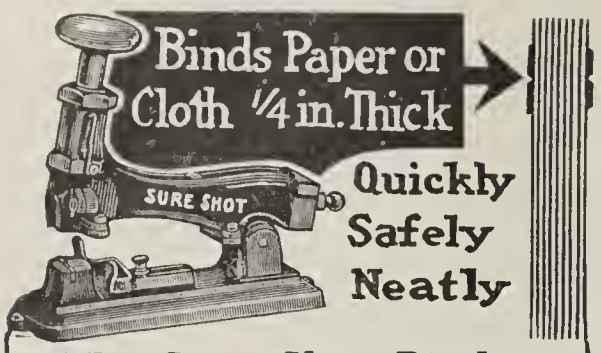
This $1.00 Should Save You Hundreds

THE ARCHITECTURAL RECORD
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Enclosed is $1.00. Mail six numbers (including the October COUNTRY HOUSE NUMBER), according to special offer in BUSINESS.

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The Sure Shot Binder

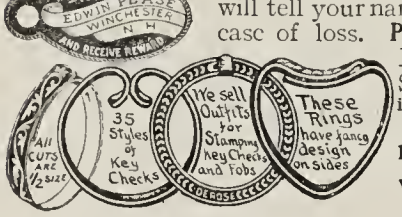
is the newest way to fasten paper or cloth and is also the best way. It is the only sure way of making your paper safe and secure.

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But this German Silver Key Check will tell your name and address in case of loss. **Price 25 Cents** and Fancy Imported Steel Key Ring included.

5 for $1.00

PEASE, Die Maker
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IF I WERE A YOUNG MAN

—Says LUTHER BURBANK

The Greatest Living Horticulturist

"I'd devote my life to the Pecan Nut, knowing as I do the possibilities of the Pecan Industry."

It is rare that an opportunity of saving and investing money where it will yield such large returns with absolute safety of principal is given the business man of today.

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If you want an income when you lose your earning capacity, or are thinking of taking out more Life Insurance or are planning any investment. Write today for

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and expert opinions on the profits in this industry

St. Andrews Bay Nursery & Orchard Company

111 BROADWAY :: :: NEW YORK

The CLEARING HOUSE

A Department of Business Ideas, Information and Discussion as Presented in Other Magazines

THE progressive character of the warfare against fraudulent promoters leads us to the belief that real reform is at hand, says John Grant Dater, special representative of the *Munsey* publications.

The Campaign Against Fraud

The movement, as is well known, originated with a few newspapers and magazines. The stock swindlers laughed at first, believing that it would soon wear itself out. Some bankers, also, were disposed to treat the matter lightly. They deemed it a waste of space, and beneath the dignity of established publications, to mention a riffraff of mines, oil companies, and concerns exploiting absurd patented devices and unusual schemes. Who, they asked, bought such shares but simpletons, who deserved to be swindled for their gullibility?

But the writers of these early exposures were not to be bullied, bribed, or ridiculed out of their work. As they progressed, the evil unfolded itself, and they learned more of its magnitude and of its wickedness. The crying need for corrective and punitive measures became even more apparent.

They pointed out that aside from the cruelty of permitting widows, orphans, and feeble old men to be robbed of their slender savings, the annual loss to constructive investment was fully one hundred million dollars. They made it clear that this was too large a sum to go to waste. They also made it uncomfortably apparent that a newspaper or magazine which printed fraudulent announcements was *particeps criminis* in the swindling of its readers.

That the campaign has awakened the public conscience and is bearing fruit, no one can doubt. This is evidenced, for one thing, by the voluntary exclusion of fraudulent and misleading advertisements by many papers which once accepted them, and by organized movements for "clean copy" by advertisers everywhere.

It is also evidenced by the fact that nine States have now placed a "prospectus law" on their statute-books, making false representations to effect stock sales a misdemeanor; and by the fact that at least two others have a "blue sky" law, compelling salesmen to register and explain their proposition before they can sell stock

One plank in the platform of a political party also deals with the evil of stock swindling, and the matter is of such great importance that we reproduce it:

"The people of the United States are swindled out of many millions of dollars every year through worthless investments. These plain people, the wage-earners and the men and women with small savings, have no way of knowing the merit of concerns sending out highly colored prospectuses of stock for sale; prospectuses that make big returns seem certain and fortunes easily within grasp. We hold it to be the duty of the government to protect its people from this kind of piracy. We therefore demand wise, carefully thought out legislation that will give us such governmental supervision over this matter as will furnish to the people of the United States this much needed protection, and we pledge ourselves thereto."

Our readers may or may not indorse every tenet of faith of this particular party; but the determination of a militant political organization to make a national issue out of fraudulent company-promotion marks an important development in the campaign against stock and bond swindlers, and one that is worthy of universal indorsement.

THE so-called "six-power group" has been spoken of as an international combination of great banks which has in some mysterious way acquired a monopoly of Chinese state loans. This group has been represented, according to *Current Literature,* as taking advantage of the new-born Chinese Republic to "put on the screws" in its banking operations. This is but the Pekin version, says the London *Telegraph,* but the picture thus painted is distorted and fanciful. British and German financial interests began years ago to act together in Pekin. This policy of co-operation was so wise that the financiers begged to be included within its scope. The combination put an end to bribery of mandarins. "The most peculiar presents had been made to high mandarins—human ones occasionally." If financial co-operation had

The Chinese Financial Question

merely removed abuses of that sort it must have proved a blessing. It had the further merit of uniting the six powers responsible for the stability of Chinese finance during the upheavals of the past decade.

The Present Situation of Forestry

A REVIEW of the work of forestry in this country during the past year shows that in many directions there has been substantial progress and positive achievements, says U. S. Forester Henry S. Graves in the St. Louis *Lumberman.* On the other hand, the continued organized attacks on the National Forest system, and the efforts to break it down or cripple it, present a situation of real danger which the country should realize and vigorously meet. We have before us a task of constructive activity in practical work, extending and building on foundations already laid; we have also the task of preventing a destructive attack upon National forestry. Those who are aiming to destroy the National Forest system are not the settlers and others who use the forest, but rather men who seek for their own advantage special privileges to which they are not entitled, and who wish to acquire for little or nothing valuable resources for speculation and personal gain.

During the past few years public interest in forestry has been rapidly changing from a mere inquiry in regard to its purpose to a vigorous demand for practical results. This more intelligent public sentiment is now finding its expression in a growing appreciation of the need of better forest laws, greater State appropriation for fire control, and increasing interest in forest protection by private timberland owners. It often happens that public attention is caught only by the most striking new departures and developments, such a change in public policy or important legislation, while but little is known of the steady advance in applied forestry. The past year has been signalized not so much by new undertakings as by marked accomplishment in the effective carrying out of work previously inaugurated.

The most conspicuous advance has been in organized fire protection. The disastrous year of 1910 taught many lessons. While that disaster could not have been avoided in the absence of better transportation and communication facilities and without a larger patrol force than the Forest Service could put into the field, it nevertheless showed how, even under the present conditions, the work of protection could be made

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more effective. Full use was made of the experience gained in that year, and during the past two seasons the loss by fire has been kept down to a comparatively small amount through the efficient system now in force.

The feature of State forestry which stands out most strongly is that a number of States have gone beyond merely passing forest laws, and have begun to provide the funds necessary to achieve practical results. At last it is beginning to be recognized that the prevention of fire is the fundamental necessity, and that this can be accomplished only through an organized public service. In order to make laws effective there must be adequate machinery to carry them out. The fundamental principle of fire protection is preparation. A forest region must be watched for fires, both to prevent their being started and to reach quickly and put out such as from one cause or another may get under way. The new State legislation recognizes this need, and already there has been inaugurated a measure of watchfulness in the season of greatest danger, through patrol or lookouts under State direction.

In some States timberland owners have participated very actively in bringing about State forestry, as for example, in Maine, New Hampshire, Minnesota, and some of the far Northwest States. In other instances the timberland owners have been indifferent and in some instances proper State forestry has failed on account of the attitude of the very men who should be foremost in promoting proper legislation. We need in each State not so much advice from the outside as a few patriotic citizens in whom the public has confidence and who will devote time and real effort to this public work. If the men can be found to do this preliminary work they will have no difficulty in securing competent assistance from other States and from the National Government.

New Method of Galvanizing Iron

IN order to protect iron objects from rust, it is customery to coat them with zinc either electrolytically or by plunging them in a bath of melted zinc after careful cleansing. The disadvantage of these methods is that a real fusion of the two metals is not obtained. As a result the zinc coating is likely to be attacked by the atmosphere.

This may be avoided by a recently patented process which consists in so preparing the iron that the zinc gets into its pores. After steeping in sulphuric acid the iron is placed in a solution of mercury chloride and then heated, result-

ing in decomposition of the mercury chloride and precipitation of metallic mercury, which forms an amalgam with the iron on the surface. The iron is then plunged into a zinc bath heated to 500 degs., where it remains three minutes.

Iron galvanized by this process shows unusually strong adhesion of coating to metal. Microscopic investigation shows that the zinc penetrates into the pores of the iron, and in case a portion of the coating is worn or broken off, iron does not rust owing to the presence of sufficient zinc in the pores.—*Railway and Loco. Engineer.*

Cutting Out the Middleman's Profits

A CLERGYMAN in one city and a mayor in another attracted an astonishing amount of attention some months ago by opening markets and selling food products at less than the retail store prices, says a writer in the *Review of Reviews.* Mayor Shank, of Indianapolis, and the Rev. Madison C. Peters, of New York, both declare that the middleman, that is, the retailer, as much as any of the other agencies engaged in the distribution of food products, is the party responsible for high prices. Mayor Shank sold fruit, vegetables, and poultry at far lower prices than the scale prevailing elsewhere in his city. The reverend gentleman in New York sold potatoes at several cents a pound below prevailing prices.

These extra-vocational activities of mayor and clergyman, petty as they were, are nevertheless incidents in a mighty train of events connected with the protest against high living costs.

Railroads and steamship lines are being blamed for affording inadequate terminal facilities. The express companies come in for their share of censure, and the Parcel Post is expected to lower living costs. Fruit growers of the Northwest have formed selling agencies to wipe out the middleman. In Pittsburgh, Buffalo, Cleveland, and Chicago federated marketing clubs of consumers have been organized. Consumers' cooperative buying societies are springing up everywhere, in the army and navy, and among postal clerks. Village improvement societies are studying the question. Then there are those who think the lack of roads in the country districts is mainly responsible. There are a thousand and one explanations and proffered remedies. The air is surcharged with bitterness against the Middleman. The one fact which men have firmly fixed in their minds is this: *Of the sum which consumers of this country pay*

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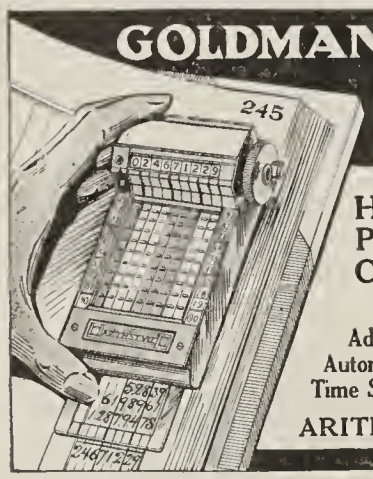
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But what does this bewildering medley of fact and fancy, protests hysterical and protests well considered, passing incident and significant tendency, all go to prove, if it proves anything? There are 11,000 grocers in New York City and the State Food Investigating Commission says that high operating costs make their elimination inevitable. Of the 33⅓ per cent. which this class of stores adds to the wholesale price, less than 5 per cent. is profit.

Distribution must be paid for and as civilization grows more complex the cost of getting an article to the consumer in the shape he wants it is proportionately greater than the cost of the article itself. *It is possible by some artificial or mechanical change of plan to do away with the shipper, the commission merchant, the jobber and the retailer, but it is impossible to do away with the services they perform.* We can eliminate the Middleman, but it has been well said that if we do so there will be sore hands, aching backs, and tired heads after he is gone.

For all the comforts, conveniences, and luxuries, supplied as they are by the Middleman, the consumer must pay. "It is about time for him to stop playing the part of a man with a grievance," says Mr. Holmes of the Department of Agriculture. "Nearly all the grievances that can be corrected at all can be corrected by himself. He can buy with greater economy through co-operative efforts, and by paying cash, and also with greater economy in forms, preparations, and varieties of things." If consumers are willing to go to market instead of expecting the market to come to them, if they are willing to carry the purchases home, and even wrap and tie the bundles themselves, then they may fairly claim the profit which now goes to the Middleman.

The Railroads "High Cost of Living"

OUT of the eighteen million tons of iron and steel produced in 1907, the railroads bought more than one-half; and out of every four thousand feet of lumber cut, the railroads consume one-fourth. Apart from their own pay rolls, the railroads support indirectly another industrial army of more than one million and a half, drawing in wages almost $840,000,000. The next largest industry, that of lumber, employs 695,000 men and pays them three hundred million dollars in wages, says B. F. Yoakum, chairman of the Board of Direc-

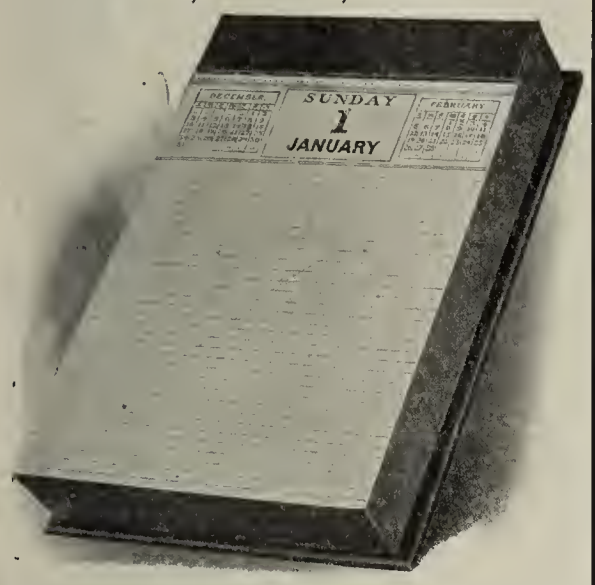
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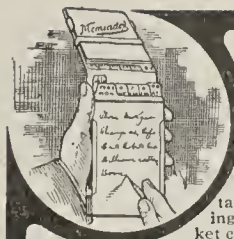
"We find it the main issue in every wage conference between officers and men. We find it the basis of every strike, every spasm of discontent. We meet it year by year in our coal mines. We struggle with it every time we have to pass on bids and specifications for new cars, new engines, or new supplies. We tackle it again whenever we come to figure on building a new line to meet the needs and demands of the people in undeveloped sections, awaiting transportation that development may go forward. It hits us hard again in our tax bills and our payments in personal damage suits.

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Structural Engineer		Advertising	
Concrete Construction		Commercial Illustrating	
Mechan. Engineer		Industrial Designing	
Mechanical Draftsman		Commercial Law	
Civil Engineer		Teacher	
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The education necessary to transform mind conceptions into visual realities is the element necessary to bring wealth to the dreamer. Until you learn the *real earning power* of your money—the difference between *rental* power and *earning* power—the underlying principles of incorporation—the science of investing—don't invest a dollar in anything anywhere.

Investing for Profit—A Liberal Financial Education

I claim—and I can prove it beyond the shadow of a doubt—that my magazine has not only made thousands of dollars for its readers—but it has SAVED them from losing many thousands of dollars in unwise investments. Until my magazine, **Investing for Profit,** appeared the small investor never had an opportunity to ask for and receive honest, unbiased, sound, logical advice and counsel in the science of investment.

Think this over. What are you worth today? How much do you expect to be worth ten years from now? And how are you going to build your fortune if you do not take advantage of the best advice and counsel you can possibly get on the subject of investing for profit? Just so surely as there is a law of gravitation, so is there a law of financial success. Without money you can accomplish practically nothing—so if you have $5 or more per month to invest, read my magazine.

Why I make this FREE OFFER

It is the ambition of my life to give to the great masses of the American people for the first time in their lives comprehensive instruction in the science of investment—the knowledge which bankers and financiers hide from the masses—the true inwardness of the great problem of scientific and profitable investment—placing this information before you in facts and figures which you can easily understand. The rich man KNOWS the science of investment—the poor man unwittingly permits himself to lack this knowledge. This is the mission of my magazine—it is FREE to you for six months for the asking. In requesting it you promise nothing—obligate yourself in no way. I am glad to send it to you, for nearly everyone subscribes at the full $1.00 price after reading it FREE for six months. The number of free six months' subscriptions is limited. Sign and mail this coupon at once.

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